

**Financial aspects of a small hospitality business planning,
through the example of a business plan of a café in Helsinki
downtown**

Ekaterina Sushko

Bachelor Thesis
Hospitality Management
October 2012



Hotel, restaurant and tourism management

Author or authors Ekaterina Sushko	Group or year of entry 2009
Title of report Financial aspects of a small hospitality business planning, through the example of a business plan of a café in Helsinki downtown	Number of pages and appendices 29 + 53
Teacher(s) or supervisor(s) Pekka Heikkilä	
<p>The purpose of this thesis project is to create a business plan for a small restaurant business potentially located in Helsinki downtown area. The subject is approached with aid of financial management and financial planning theory.</p> <p>The business plan of a café was developed based on the experience and knowledge obtained during studies at Haaga-Helia UAS, with usage of existent literature on entrepreneurship and financial management. The main objectives of the plan creation are clarification of the business idea; market analysis; calculation of business's financial solvency; development of basic marketing strategy. Most of the findings are supported by figures and calculations. The business plan aims to create a constructive and structured dialog with potential investors. The business idea belongs to thesis author and the business plan itself will be potentially used by the author to start up her own business in the future.</p> <p>The project was conducted the following way – first, literature research on the topic, this was mainly business plan creation literature, as well as professional literature on restaurant management, human resource management and finance. After literature review - the implementation of received knowledge in practice of creation of a business plan. Literature research provided a lot of support to the structure of both report and business plan, as well as it gave the ideas on what topics should be included and particularly overviewed.</p> <p>The outcome of this project is a complete written business plan, which can be used immediately for business foundation and/or venture capital search. Main objectives of the project were successfully reached. The creation of a written business plan helped the author not only clarify the idea and make certain calculations, it also helped to realize main pros and cons (e.g. such as problems with finding a proper premise with a reasonable price) and be ready to conduct a constructive dialog to potential investors supported by figures.</p>	
Keywords business plan, café, restaurant business, business idea, financial aspects, cash budget, income statement, sales forecast	

Table of contents

1	Introduction	1
2	Reasons to become an entrepreneur.....	3
3	Developing the business plan.....	4
3.1	Environmental analysis.....	4
3.2	Goals and objectives	6
3.3	Products and services	6
3.4	Service operations, manufacturing, planning of premises.....	7
3.5	Marketing	8
3.6	Management and manpower	10
3.7	Licenses and insurances	11
4	Financial aspects of business planning.....	13
4.1	Sales forecast.....	13
4.2	Profit and losses forecast	16
4.3	Cash flows forecast	18
4.4	Investment calculation.....	19
4.5	Financial objectives	20
5	From business plan to reality.....	22
5.1	Why is it difficult to raise money for the business?.....	22
5.2	What to expect from investors?.....	23
5.3	How to present your business idea?	24
6	Discussion	26
	Appendix 1 - Business plan “Café 7”- café and pastry shop	30

1 Introduction

Helsinki restaurant market is steadily developing for the last couple of years. Finns started to travel more, as well as more foreigners visit the country. All this brings new customers to the market – they have higher expectations, they know what they want, and their wishes develop constantly as they discover the world. In order to response to customers’ aspirations Helsinki restaurant market slowly but consistently develops and grows with increasing pace. The idea of a café-pastry shop creation came to me, when I realized that there is a huge place for development at café market, and most of the cafés cannot offer as wide choice as one can find in central Europe cafés.

To start up a business a person should not only have a business idea, but also have a plan that can bring the idea to reality. The purpose of this thesis project is to create a business plan for a small restaurant business potentially located in Helsinki downtown area with particular attention to the financial aspects of business foundation. The topic was chosen due to my personal interest in the entrepreneurship and existing background in finance. The main goal is to create working business plan that could be used to build a constructive dialogue for potential investors as well as provide them support with figures and diagrams to enable further conversation and ease decision making.

The report is divided into two parts – theory and practice. Each chapter starts with theoretical background based on professional literature, and follows with the part “How I did it”, where I describe utilization of obtained knowledge. The appendix to the report is the business plan itself, which is ready to be used for business purposes.

The subject of the thesis is entrepreneurship and its financial aspects, while the outcome is a particular business idea and the plan how to transform it into reality. In the core of the business idea lies my dream to start up a cozy coffee place, that offer a variety of home-made pastries and coffee. It is a pastry shop and a café where one can have coffee with a dessert, and at the same time order a fancy Birthday or wedding cake, as well as buy pastry take-away. The target group of the business would be women from 21 to 40 working, students, housewives, with children and single. The scope of the work includes industry analysis, a detailed business idea description, product and

service description, a marketing strategy, a human resource management strategy and the most important part is financial plan. However this project meets some limitations, e.g. I had to use assumptions at some points, as not everything can be measured or predicted with 100% certainty.

As long as I started to think “Who I want to be?” and “Where I want to work?” I always wanted to have something of my own. First reason was to belong to myself, to be my own boss, and the second is to pursue my own ideas in my own manner without anyone restricting my creativity. When I finished high school and went to my first University I knew I would like to become an entrepreneur one day.

This project occurred to be quite challenging, as every topic I wanted to research raised new questions, which, in their turned, raised others. The topic seemed bottomless, even though it was conducted within the framework of financial management of a small restaurant business. Other challenge with becoming an entrepreneur in foreign country is a language barrier. Study of the law is very important, and most of the laws are in Finnish, and legal parlance is really hard to translate with common tools.

However main goals of the project were achieved. The business plan created during the project is considered to be operative, and can serve as a tool for dialog with investors. Besides, it is a ready-made layout for any restaurant business idea, and can be updated according to my needs.

2 Reasons to become an entrepreneur

“An entrepreneur is someone who realizes an opportunity, raises the money and other resources needed to exploit that opportunity, and takes some or all of the risk associated with executing the ensuing plans.” (Barrow, C. 1998, 12). But what are the reasons that force people to accept risks and found their own business? There exist a lot of answers to this question. This chapter will present three main reasons, which I found in the literature and which I consider to be valid.

People choose to be entrepreneurs if benefits from founding own business exceed benefits from work available. According to the research published in “Inc 500. Almanac” 41% of respondents choose to have their own business in order to have more control in their lives and become their own boss (Inc. 500. October 22, 1996, 24). This doesn’t mean that entrepreneurs are impossible to work with and they don’t accept any other authority, usually this reason is chosen when a person had an ambition to have their own business, or because they don’t like traditional jobs. Sometimes the only way to achieve personal goals is to start your own business.

Own business, if run successfully, provides more possibilities to receive financial rewards. However, an average entrepreneur doesn’t make more money than a company employee that holds a traditional position with similar responsibilities. An entrepreneur that is solely driven by money motivation has a low chance to succeed, as most of the famous entrepreneurs stress out is that money was not the motivation for them to found their business. (Barringer & Ireland, 2010)

The third reason most often given to the question “Why become an entrepreneur?” is the following - entrepreneurship gives a possibility to be involved in the business and fulfill your potential. For some people this is very important, to not only deal with one part of the business, but to see the whole picture and being able to influence it. In general, entrepreneurs can be described as ambitious, risk taking, creative, independent, self-confident, passionate and committed individuals.

3 Developing the business plan

When someone has an idea of a business in his mind, the idea can be realized only with writing business plan. Certainly, it's possible to create something without extra paper work, but in my opinion, business plan creation helps to clarify the idea, develop it, take a look at it from another point of view and perform some important analysis, like market and competitor analysis, calculation of financial objectives. Even when you don't need to raise extra capital and present your plan to the investors, the business plan is a useful tool to manage your venture creation and its first years of operation. Every business plan starts with a short introduction of business idea; every following chapter brings the reader deeper into the business idea incorporated into reality. I find that the best solution to conclude business plan is financial analysis which proves in figures venture's viability and confirms all the topics discussed in previous chapters. There is no certain rule on how to write a business plan and what it should include, every entrepreneur decides on his/her own. This chapter of the thesis will cover main topics of business planning, except for financing, as it deserves separate chapter (see chapter 4).

3.1 Environmental analysis

A new venture will have to grow and develop in an already existing environment. But how much this new environment is welcoming a new business idea? How healthy the economic situation at the market is? Is there any place for a new venture and how high is the competition at the market? Environmental analysis serves to answer these questions.

When analyzing the market, it is very advisable to use statistical data. This will provide figures, and figures work better when convincing investors. Industry analysis should show how attractive the industry is, target market behavioral patterns and existing competition.

According to Barringer & Ireland (2010, 111) there exist the following characteristics of industries' attractiveness. Industries are considered to be attractive if they:

- are young rather than old;
- are early rather than late in their life cycle;
- are growing rather than shrinking;
- sell products and services that customers “must have” rather than “want to have”;
- are not crowded;
- have high rather than low operating margins;
- are not highly dependent on the historically low price of a key raw material, like gasoline or flour, to remain profitable.

How I did it. For the industry analysis in my business plan (see appendix 1 chapter 2) I mainly used statistical data from Statistics Finland, and statements of local business professionals about market development and its potential.

For such a small business as a café, it’s very important to understand the surroundings, that is why the business plan includes a location analysis and description. Location influences the characteristics of clientele and thus influencing how well you can reach your target group e.g. luxury boutique in a low-wealth city district won’t be a good idea. But, even if you have your target group in the area where your business is located, you have to analyze their buying behavior (e.g. café location in the wealthy district of the city is not obviously favorable, as wealthy people are very often busy and they run home to have rest, not to stay in a café, so most of the time café will be empty).

Next important step is competitor analysis, which comes along with SWOT analysis (see appendix 1 chapter 2.5) After understanding who your competitors are, you can honestly describe your strengths, weaknesses, opportunities and threats (SWOT). I concluded my environmental analysis with a subchapter “Future potentials”, analyzing in which way my enterprise can develop in the future.

I believe that most of the findings in the environmental analysis can be used in the future, both as a guide to run the business and also as a source of new goals when company has developed and matured.

3.2 Goals and objectives

Every company should formulate its goals and objectives. Why is it important? Clarification of the goals and its formulation in words helps to build a strategy and develop a plan how to reach these goals. Every chapter of the business plan contains either a goal or a target to reach. And that one more time stresses the importance of business plan creation for a new venture even when there is no need in raising money.

Clear goals formulation helps not only build a plan how to reach them, but also deliver a clear message to the employees about what you want to achieve.

How I did it. In my business plan this chapter (see appendix 1 chapter 3) clarifies business idea, mission statement and describes strategies and goals for the future.

3.3 Products and services

A description of products and services gives more detailed look into the business idea. In the restaurant business the product is both the food and the service. I think there is no need in concrete description of the menu; however it's nice to provide an example. The service concept influence labor costs a lot and has to be described.

How I did it. I started with description of daily operations – opening hours; offers during the day (see appendix 1 chapter 4). Then, I described the product. My business plan contains only examples of what “Café 7” can offer. I didn't want to go into much detail, as investors don't really care about what kind of cake will be sold. However I described some options from different menu sections, and provided some ideas on holiday and seasonal menus.

Product comes together with price. “New ventures can't afford to find out the hard way that they have set the pricing for a product too high. Not only must new products meet customers' needs, they must do so at the price that offers good value.” (Baron & Shane. 2008, 363). For a café there is no much choice to set pricing, as the market already exists. You can neither make prices much lower than competitors, because you will not meet profitability, nor can you make it higher (unless this is not a part of your

business idea and segmentation tool), because then you will not find your customers. Besides, very low pricing level sends confusing signals to the customers; they can start doubting the quality of your product. I chose pricing level at the average level of coffee and pastry in Helsinki downtown cafés.

3.4 Service operations, manufacturing, planning of premises

There could exist different types of services in a restaurant business, e.g. table service, buffet service, cafeteria service and others. This depends on the business idea of the place.

The business plan of small restaurant or a café should definitely include description of service operations, manufacturing and design description of the premises. Barringer & Ireland in their book “Entrepreneurship: successfully launching new ventures” (2010, 151) say “You have to strike a careful balance between adequately describing this topic and providing too much detail. Your readers will want an overall sense of how the business will be run, but they generally will not be looking for a detailed explanation. As a result it’s better to keep this section short and crisp.”

But do we design interior first, and then come to the service? Where is the starting point to define what kind of operations we will have in our café or a restaurant? Nine-meier J.D. (2000, 105) writes “Everything starts with the menu. The menu dictates much about how your operations will be organized and managed, the extent to which it will meet its goals, and even how the building itself – certainly the interior – should be designed and constructed.” This is why description of our products and services comes before (see appendix 1 chapter 4).

How I did it. The business idea of a café defines the service style chosen for this cafe. A café and pastry shop in Helsinki cannot afford table service without high increase in product pricing, this conclusion in coming from a common sense – each employee costs a lot for the employer, and to payback extra salary a business owner will have to increase final price for the consumer. This is why the idea is to have a cafeteria style service, which is common for Helsinki’s cafés.

Manufacturing process also comes from a business idea. As this is a pastry shop, all pastry should be produced by the company, and not from suppliers (see appendix 1 chapter 5).

The business plan of “Café 7” is created from the business idea to have such place in Helsinki. It’s not coming from the exact premise that should be re-organized, or re-branded. This business plan’s goal is to find investors, that is why the premise where the café will be created is abstract, however, for the sake of financial planning main points of the premise have been described, e.g. size and amount of seats, rental expenses.

Design of the interior can be a huge investment for a new business, that is why in “Café 7” it’s decided to have vintage style with possible application of old, used decorations from recycling centers and flea markets.

3.5 Marketing

Every business plan should contain at least a short version of marketing plan. A proper marketing plan will be created when company starts its operations, but there should be a starting point to begin with. Marketing steps in business plan will show investors how you are going to proceed with your company promotion, how you are going to reach your customer segment and create a customers base. It will show that you understand who your potential customers are and that you are capable to reach them. According to McDonald and Whilson (2011, 1), “The central idea of marketing is of matching between company’s capabilities and the wants of customers in order to achieve the objectives of both parties.”

Business plan can contain a full marketing plan as an attachment, however a full version is not a necessity as the main goal of business plan is to clarify the business idea and identify main tools and sources for business creation.

Short marketing chapter in the business plan however has also a mission to identify company’s positioning at the market. “While it is helpful to know about the trends in

the wider market, this must not obscure the need to focus on the precise area that you have to serve.” (Barrow, C., 1998, 107)

Your marketing chapter should explain how you are going to develop your recognizability. In the book of Robert A. Baron and Scott A. Shane “Entrepreneurship: a process perspective” (2008, 281) I found life-story which describes this very well: a young woman asked an older and more experienced woman, “How can I become more popular with men?” The older woman’s answer was “Find out what they like, and how they like it, and give it to them just that way”. Authors of the book ask to forgive this sexist example, however stressing that this advice is good for entrepreneurs in building their marketing strategy.

But marketing is not just an abstract planning on the paper - it costs money. This money should be included in the financial planning as costs. According to Shmidt & Wright (1996, 142) “cost is defined as the amount of expenditure which is incurred on, or can be related to, a specific product, person or process.” In this case marketing costs are related to the process of marketing creation.

How I did it. Marketing chapter in my business plan (see appendix 1 chapter 6) describes marketing program step by step. It describes the target group, marketing tools and ways it is planned to use them. I divided the chapter into 7 subchapters as follows:

1. Launch marketing – describes first month before opening. This was my choice to make an advertising campaign before the actual opening to raise awareness and spread coupons around potential customers.
2. First-weeks-after-opening marketing – describes opening event and measures that have to be taken to achieve sales from the very beginning.
3. Newspapers, magazines, brochures – describes sources of communication with potential target group.
4. Internet – is one of the most important sources, not only because it’s cheaper than others, but also because it’s an easy way to communicate to potential customers.
5. Street – describes how it is planned to use street channel marketing.

6. Loyalty customer program and CRM (Customer Relationship Management) – shows to investors that money I am going to spend for marketing will not only work once, but will keep working, as it is planned to create CRM system.
7. Special events – this is a special feature of the enterprise. Describes how company will differentiate from others.

Marketing budget is introduced in separate chapter (see appendix 1 chapter 8). Marketing budget in the business plan can be as detailed as you wish, in my version it contains the amount of money that is planned to spend for the first two years on marketing (by months).

In my opinion, marketing campaign should be creative, and marketing plans should have goals and take care about further measurement after you apply them. Because otherwise you will never know which marketing tool is successful for your enterprise.

3.6 Management and manpower

The business plan doesn't necessary have to include management strategy, however it's good for responsible business to think beforehand about its employees and HR management. As Barringer & Ireland (2010, 310) describe "A new-venture team is the group of founders, key employees, and advisers that move a new venture from an idea to a fully functioning firm." Later on same authors say: "The way a founder builds a new-venture team sends an important signal to potential investors, partners, and employees." (2010, 311). This is about how much the owner realize how limited he/she is, what knowledge he/she has and what knowledge he/she needs to obtain from hiring a professional. It is generally believed that a company founded by more than one person has more potential and achieves more than company founded by a sole entrepreneur, this is due to more creativity, resources, and professional skills. And also co-founders can offer a psychological support to each other.

Staffing involves recruiting and hiring applicants. The goal of staffing is to bring best-qualified employees into the food service operations. (Ninemeier, J.D., 2000, 46). You just cannot afford to have people that don't bring enough value to your enterprise. It is

also about how much staff is required. If you hire less staff than you need, you can damage your business with bad service, if you hire more than you need, you will increase costs sufficiently, and this is crucial. Calculation of how much staff is needed in your business is essential for your financial prognoses to confirm. First – consider how much staff you need to be present at the same time in the café. Secondly calculate and create their possible timetables, and fill the gaps with more staff. Take into account holidays and sick leaves and maximum amount of working hours by law.

You can also calculate productivity of each employee you want to reach, e.g. certain value of *sales per man-hour* figure. In this case you can define desired yearly sales, and calculate daily sales, and sales per man-hour figure as a target, which can be used in daily operations.

How I did it. Management and manpower chapter (see appendix 1 chapter 7) includes description on how much stuff company needs; who performs which role and an approximate timetable of the workers. This is an important step in financial calculations. By designing approximate shifts you can calculate man-hours, and thus calculate labor costs. This is usually about 35% from your turnover in restaurant business in Helsinki (according to Pekka Heikkilä's lectures).

3.7 Licenses and insurances

To start up a company one should walk through bureaucracy procedures to obtain permits and licenses. Luckily, in Finland, compare to other countries (e.g. Russia) bureaucracy works well (even though it's slow and can take a lot of time).

A list of needed documents very much depends on the business and also on legal form of the company. Colin Barrow in his book "The essence of small business" (1998, 43) describes world three main types of legal forms that are predominantly used to run small business organizations. They are:

- Sole tradership (sole proprietorship) (*fin.* - yksityinen elinkeinonharjoittaja)
- Partnership (*fin.* - avoin yhtiö; Ay) and limited partnership (*fin.* - kommandiittiyhtiö, Ky),

- Corporations/limited companies (*fim.* - osakeyhtiö, Oy) and Public Limited Company (*fim.* - julkinen osakeyhtiö, Oy)

There is also forth legal form as cooperative (*fim.* - Osuuskunta), which is minor and not very often used.

Most of the companies use Limited liability company form (Oy); because in difference of sole proprietorship, or partnership, in Limited Liability Company financial liability is limited to the amount of money shareholders have paid for shares, or personal assets they have used as a guaranty for the bank loan.

Except for foundational documents, entrepreneur will have to buy licenses, such as an alcohol license, a music license, etc. These expenses have to be included when calculating Income statement and Cash budget.

Terms of rental agreement are also very important for the calculation of capital needed, this is because many rental agreements include special terms, e.g. you have to pay two months of rent in advance, or more, or you have to pay some extra expenses except for only rent, like residential rent (*fim.* – vastike). An entrepreneur should be very careful with rental agreement and pay special attention to the terms of its change and termination.

How I did it. When creating a list of needed licenses I tried to search as many sources as possible to find out which document I need. However it's possible that the list is not full (see appendix 1 chapter 9). I also planned about 1 500 euro to spend on licenses.

4 Financial aspects of business planning

There is no such word that would impress an investor to participate in your project, if not only this word is proven by the figures. So it's better to quantify wherever possible, and this figures should be reliable and show positive results. Edward Blackwell in his book "How to prepare the business plan" (2005, 13) says about important figures the following: "No matter how small the business, you will be expected to show:

- the expected turnover for the first year;
- the expected net profit/loss for the first year;
- how much of the loan will be paid off in one year;
- when you expect to pay off the loan entirely;
- what you hope for in the second year."

This is very much close to the figures shown in "Café 7" business plan.

But budgeting and forecasting is needed not only for the sake of raising money, according to Atrill & McLaney (2004, 247), forecasts and budgets have four areas of usefulness:

- they help to think forward and identification short-term problems;
- they help to coordinate between different sectors of the business;
- they can motivate managers to better performance;
- they serve as a basis for control system.

This chapter will describe main financial calculations for a café or restaurant business plan. However these calculations are used not only in planning, but also in everyday reality of the company, e.g. monthly profit/loss and cash flow statements, daily sales etc.

4.1 Sales forecast

As Barringer & Ireland say "A sales forecast is a projection of a firm's sales for a specified period (such as year), though most firms forecast their sales for two to five years into the future" (2010, 287). Reliability of all the following financial figures depends on how well the sales budget will be forecasted.

A recent study of budgeting practice in small and medium-sized enterprises revealed that most frequently prepared budget is the sales budget, followed by the budgeted profit and loss account and the overheads budget. (Atrill & McLaney, 2004, 249). For an existing business the sales forecast for the new year is build based on the existing sales data. But for a new business it's usually based on entrepreneur's assumption and his/her knowledge of market and business.

How I did it. Even though I studied many books and articles on “how to make a business plan” and “accounting and finance”, none of them actually told in details about how to forecast sales. However we got a good basis during studies in Haaga-Helia UAS, and for my business plan calculations I mainly used tools provided by Juuso Kokko and Pekka Heikkilä at classes.

Sales in every business usually are subject to seasonality. For a restaurant business in Helsinki downtown seasonality is significant, and has to be taken into account. Thus the year was divided into 4 sections, January – April, May – August, September – October and November – December. For every section the calculation will be different, this is due to different amount of customers (different seat turnover) and different amount of seats (extra seats at the terrace during summer time). Then I decided on a sales mix. Sales mix is relative amount of purchase of company's product/service. In this case, as average check amount during breakfast, lunch and evening time differs, it was more useful to divide it the following way: breakfast - 5%, lunch – 25%, dinner – 35% and take-away – 35% (see table 1). Sales mix can also differ depending on a season, e.g. I planned that in November-December take-away sales increase due to Christmas presents and celebration parties. You will find more details in appendix 1 chapter 8.1.

After we have defined the amount of seats, average seat turnover, we can calculate amount of customers daily. Using sales mix (see appendix 1 chapter 8.1) as a tool I defined amount of customers during the day. For further calculations I defined average check amount in euro, and by multiplying I got daily sales (see table 1).

Table 1. Weekly sales calculation

		Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total per week
Seats		35	35	35	35	35	35	35	x
Seat turnover		3,0	3,5	3,5	3,5	3,5	3,5	3,0	x
Number of customers		105	123	123	123	123	123	105	823
	morning (5%)	5	6	6	6	6	6	5	41
	lunch (25%)	26	31	31	31	31	31	26	206
	evening (35%)	37	43	43	43	43	43	37	288
	take away (35%)	37	43	43	43	43	43	37	288
Average check euro									
	morning	7,00	7,00	7,00	7,00	7,00	7,00	7,00	
	lunch	10,50	10,50	10,50	10,50	10,50	10,50	10,50	
	evening	8,00	8,00	8,00	8,00	8,00	8,00	8,00	
	take away	10,00	10,00	10,00	10,00	10,00	10,00	10,00	
Sales									
	morning	37	43	43	43	43	43	37	288
	lunch	276	322	322	322	322	322	276	2 159
	evening	294	343	343	343	343	343	294	2 303
	take away	368	429	429	429	429	429	368	2 879
Total sales per week									7 629
Sales per month									30 515

With weekly sales I calculate monthly sales and get a forecast of yearly sales, which you can find in appendix 1 chapter 8.1 figure 2.

The trickiest thing in sales forecast creation is to define seat turnover and average check amount. The amount of seats is usually limited by the premises layout, but seat turnover depends on many factors, like location, marketing activity, pricing, etc. “Seat turnover is the number of times that a given seat in a sit-down dining area is occupied during a meal period. This ratio is determined by dividing the number of guests served during a meal period by the number of seats available.” (Ninemeier. 2000, 341). However I used in my calculations average seat turnover for café house situated in the very heart of Helsinki, like Alexanderinkatu, Esplanadi, Kamppi area, because it’s even harder to assume an amount of customers for a new opening café (average seat turnover figure is based on Juuso Kokko business planning lectures). The average check assumptions are based on common sense. E.g. cappuccino or latte price is 3.5 euro in average, cake or bun costs usually 3-6 euro. Take-away service has the highest average check, as people tend to buy more than one peace to take home or to their workplace.

4.2 Profit and losses forecast

After the sales forecast has been done, it's becoming possible to create profit and loss forecast, which is shown in the income statement. "The income statement reflects the results of the operation of the firm over a specified period of time. It records all the revenues and expenses for the given period and shows whether the firm is making profit or is experiencing a loss (which is why the income statement is often referred to as the "profit-and-loss statement")." (Barringer & Ireland, 2010, 279). You can see an example of income statement in the appendix 1 attachment 3.

How I did it. One of the most important things in the income statement are ratios, that could be compared to the targeted values, or normal values for this kind of business, and give an overlook at the business condition. The ratios are calculated from turnover, where turnover equals to sales minus VAT. Main ratios to pay attention to are: cost of sales, gross profit/loss, labor costs, and net profit/loss.

In food production *cost of sales* (cost of food production, meaning raw materials) is an assumption, e.g. for non-alcoholic beverages it's low, about 10-20%, depending on a drink, if cup of cappuccino costs 3.5 euro, this means that 70 cents cost coffee beans, water and milk we use to produce it ($3.5 \times 0.2 = 0.7$), and the gross profit we get from production of one cup of coffee is 80%. In food production costs are higher, as we use more expensive materials, it very much depends on the level of the restaurant and the menu. In the case of a café I assumed cost of sales to be 35%, this means that if a piece of cake costs 4 euro, cost of sales will be 1.4 euro ($4 \times 0.35 = 1.4$), and gross profit will be 65% (2.6 euro).

Next line in the income statement is *labor costs*. It's been already mentioned in chapter 3.6 that it's very important to pay much attention to staffing and calculations on how much staff you need. Payroll is one of the biggest burden for a business in Finland, it accounts up to 25-40% of turnover, depending on a concept, that is why it's very important to be more accurate, because every 1% is deducted from your net profit. chapter 8.2 in appendix 1 shows more detailed labor cost calculations.

After the labor cost we have to forecast *other expenses*, like rent, energy bills, book keeping, maintenance, and licensing, marketing and insurance costs. “An expense represents the outflow of assets (or increase in liabilities) that is incurred as a result of generating revenues, or attempting to generate them.” (Atrill & McLaney. 2004, 53). In “Café 7” income statement these figures were taken coming from the common sense. It’s very rare that a start-up doesn’t experience extra costs during first years of operations, so in the case of forecasting expenses it’s always better to overestimate, than underestimate. (Barringer & Ireland. 2010, 117).

Deducting all the expenses from *Profit after labor costs* we receive *Gross operating profit*, which is, in “Café 7” case at a good level of 12.5 %.

At this point we have to deduct *depreciation*. “In essence, depreciation is an attempt to measure that portion of cost of a fixed asset that has been used up in generating the revenues recognized during a particular period. The depreciation charge is considered to be an expense of the period to which it relates.” (Atrill & McLaney. 2004, 65). To calculate depreciation we have to consider costs of assets, useful life of assets, disposal value (if we sell used asset it might still have a value to others, this is a disposal value) and depreciation method.

There exist two methods of depreciation – straight-line method and reducing-balance method. To explain these two methods I would like to provide an example. E.g. we have a professional oven which costs 8 000 euro. We estimate that its useful life is 4 years, and the residual value will be 2 000 euro. Using *a straight-line method* the depreciation will be calculated the following way $(8000 - 2000)/4 = 1500$ euro. This is an annual depreciation amount, thus monthly depreciation is $1500/12=125$ euro. In *reducing-balance method*, a fixed percentage rate of depreciation will be used. This means that at the beginning the depreciation will be higher than at the end of the useful life period of the asset. We will use the same example with the oven, however the depreciation ratio will be 25% (maximum by law), thus, during first year depreciation will be $8000*0.25=2000$, during second year $(8000-2000)*0.25=1500$, during third year $(8000-2000-1500)*0.25=1125$, and during the fourth year $(8000-2000-1500-1125)*0.25=843.75$ so that the residual value equals $8000-2000-1500-1125-843.75=2531.25$

The choice of depreciation method completely depends on the owner decision. Depreciation method influences the pattern of net profit. However, in total net profit for the period will be equal. For a start-up it is wise to use a reducing-balance method, as it helps to avoid taxes for the first years, because it reduces net profit at the beginning, so it helps to create additional funds for the business, delaying tax payments to the future. In my calculations I used straight-line method of depreciation, because all figures are assumed. Sum of depreciation is an assumption, as the amount of depreciated assets and their useful life seems impossible to identify at this stage.

When depreciation is deducted, we receive *operating profit*, from which we should deduct loan interest to get *profit before tax*. *Loan interest* is calculated depending on the investments, and its' calculation will be discussed in the chapter 4.4 below.

Taxes should be deducted from profit before tax. Profit tax rate in Finland is 24,5%. *Net profit* is the amount of money that could be considered to invest in further operations or to pay dividends.

4.3 Cash flows forecast

Cash flow forecast is ultimately demanded by investors when seeking for funds for your business. So a starting entrepreneur should know how to create it and should be able to operate and clarify its figures. This is because investors believe that cash flow statement will give them a slightest idea when and whether they are going to receive their money back. (Blackwell, E. 2004)

Usually cash flow is shown in a chart with monthly columns (see appendix 1 chapter 8.3 figure 7). More detailed information is presented in a table (see appendix 1 attachment 4). It starts with all the sums you expect to receive (sales), and follows by all the payments you expect to make (costs of sales, payroll, rent, and all other expenses). The difference between all the gains and all the expenses, this will be *net cash flow*.

Cash flow forecast is not a forecast of profitability. It just shows how much cash will come and go from your bank account. As Blackwell notice in his book (2004, 19)

“your cash flow could be good enough to pay bank back its money while you were losing yours. On the other hand, there are profitable businesses (i.e. their net assets are growing nicely) that are what is called ‘cash hungry’. They may be making fine profits, but all the cash they take in, and more, is needed to increase stock...” So despite of profitability, if there is not enough cash to pay back bank’s money, this can cause business problems, even closure, or sale part of its assets.

Unfortunately the cleanliness of the cash flow forecast (as well as every financial figure in the business plan) depends on the reliability of the forecasted sales figures. The more clear and reliable they are the clearer will be the whole financial picture. If figures are conservative, investors are very likely to be persuaded with your ideas, compared to figures that are out of reality. But the time you spend to create cash budget, will pay-back, not only when you get funds to start-up the business, but also when you’ll run your business and you’ll have a good tool to compare how it is going with how you planned it and take actions to improve situation.

How I did it. When you already have the sales forecast and income statement created, it’s easy to make a cash budget, simply by copying proper figures from income statement.

4.4 Investment calculation

Before actually looking for investors, there should be defined how much money needed to start a business. The following is needed:

- Cost of renovation, including new machinery. Even if your business needs a simple office, there will be costs involved in renovation. And they are definitely quite high for a café or restaurant business.
- Working capital. This is a capital to operate for 2 months. It includes money for raw materials, rent, salary, and some other to start with.

When the total figure is calculated this is the amount of money needed. Chapter 8.4 of the business plan (see appendix 1) presents more detailed calculations.

As Barrow says in his book “The essence of small business” (1998), there are two common sources of raising money for a start-up business: debt or equity. Debt is borrowed money, usually from banks. These are money you will have to pay back one day, and money for which you will have to pay interest. Equity is the money either put by shareholders, including the proprietor, or money left in the business by way of retained profit. You do not have to give shareholders their money back, but they will expect increase in the value of their shares and dividends.

Definitely, the more borrowed money involved in the business, the higher the risk for the owner, and the lower the profits are, because borrowed money cost.

How I did it. In my calculations, the required capital is about 73 000 euro. 18 000 euro is my own capital, and 53 000 has to be borrowed from the bank. Payment calendar of the loan can be found in the attachment to business plan 6 (see appendix 1) and details of calculation in chapter 8.4 (see appendix 1).

4.5 Financial objectives

According to Barringer & Ireland (2010) there are four main financial objectives, which understanding sets the firm on the right financial source:

- Profitability – ability to make profits.
- Liquidity – ability to meet company’s short-term obligations.
- Efficiency – how productively the firm utilizes its assets and labor force.
- Stability – the overall health of the financial structure of the firm, particularly related to its debt-to-equity ratio.
-

How I did it. As Income statement shows the business is profitable (appendix 1 attachment 3). There shouldn’t be any problem with *liquidity* either, as the closing bank balance is always positive (appendix 1 attachment 4).

Efficiency can be measured with many different ratios, e.g. employees’ productivity, production rate, etc. The basic formula I used is the following: efficiency ratio = expenses/revenue. And the amount I got is 95.04%, which means that to generate 1 euro

of revenue business needs to spend 0.95 cents. This is not a bad result for a restaurant business. However there exist other ways to measure efficiency, e.g sales par man-hour ratio; sales per seat ratio; food vs. beverage sales ratio; seat turnover and many others.

The worst result is *stability (solvency)*, which is basically calculated with debt-to-equity ratio. And because own capital in the company is quite low, the ratio is high (5.3) which means that borrowed capital is 5 times higher than own capital. Definitely this situation makes company very unstable, especially in case of any financial disturbance, like crisis, or simply rent increase. There should be considered other forms of financing, like e.g. finding shareholders. And this is a purpose to write a business plan, not only to get debt money, but also to increase possible equity.

5 From business plan to reality

After you have decided what the most efficient way of raising capital is for you – debt or equity, you have to find people, or company (which also means people) who will be ready to lend you money or invest in your business and become a shareholder. Both of them have to accept and tolerate risks which accrue when investing in a start-up. Without capital your plan will never see the world, and you have to think about process of obtaining of investors as properly as you think about your business idea.

5.1 Why is it difficult to raise money for the business?

It's difficult for both, existing and starting-up companies to raise money, but definitely newcomers are less trustworthy than the existing ones in the market.

In my opinion, one of the best descriptions of why is it difficult to get money from investors can be found in the book of Baron & Shane “Entrepreneurship: a process perspective” (2008). Authors describe that usually entrepreneurs don't realize that investors usually do not obtain the same information as they do. It is not always obvious for investors all the opportunities and possibilities for business growth, as it is possibly obvious for an entrepreneur. This uncertainty and asymmetry in information creates problems in communication between entrepreneur and investors. When it happens, it creates three following problems:

- 1) Entrepreneur is becoming reluctant to disclose information to investors. He/she feels risk to open the whole idea to investors, what if they decide to act themselves, without the entrepreneur! Investors have the money to bring business idea into reality. This is why many entrepreneurs are so careful with disclosing details. So investors have to make decisions with less information than an entrepreneur has.
- 2) Because entrepreneur has more information, he/she can take advantage over investors, e.g. use the funds for own benefit, but not for the business development.
- 3) This limited information creates a problem called *adverse selection*. When you don't possess the whole picture, you cannot distinguish a person with needed skills from a person without needed skills; because usually the person without skills, in order to get investments, will do everything they can to convince investors that they do have those

skills. To cover risks of investing in the company of non-talented people, investors usually apply premium. This premium very often scares off talented entrepreneurs, thus creating *adverse selection*.

So investment in a new venture is very uncertain as well as the future of this venture. No one really knows how it will be. Investors make their decisions based on their own perceptions about profitability and attractiveness of the business and trustworthiness of the entrepreneur. And this is, in my opinion, most probably less optimistic decision than entrepreneur expects, because usually entrepreneurs tend to be overoptimistic about their ventures.

5.2 What to expect from investors?

However, in spite of mentioned above obstacles, there are certain tools investors are looking for and an entrepreneur has to take it into account when searching for an investor. These things help investors to equalize problem with inequality in information.

To prove you have serious intentions investors will require you to put your own money into project. It doesn't really matter what percentage of the capital your own money can cover. What matters is that amount of money, in investors opinion, is significant for you and you will care not to lose them. This will demonstrate your personal confidence in the business idea.

Besides own capital investors include a lot of provisions in the contract, to protect themselves (or to make advantage of an entrepreneur, in case when investors play unfair), these provisions can differ greatly, e.g. restrictions on entrepreneurs actions and decisions; claws at which entrepreneur can lose part of his/her ownership in case of not complying rules or not meeting certain milestones; high decision power of investors, etc. All this is designed to decrease the likelihood that entrepreneur will act against investors to his/her own benefit.

Investors usually have specialization, this helps them to control risks and better understand the market where they act. If your venture is restaurant business, like in the case of “Café 7” look for an investor specializing in restaurant business, because most probably IT-investors won’t be interested in your project.

If the business is small, there is no sense to look for an international investor, or even a country-size investor. Local investors are usually more aware of the situation in the market and they prefer to invest in the companies located nearby. Investors want to be involved in the business, and control the situation by receiving regular reports. It’s easier to control one market situation, than many markets simultaneously. (Baron & Shane, 2008.)

Taking into account all above mentioned it is becoming easier for an entrepreneur to prepare for meeting with investors and make his/her best to reach an agreement about funding or receive guarantees. But it’s not only the agreement to fund your enterprise matters. During negotiations it’s very important to pay special attention to cost of funding. Will it cost you money, or decision power? Does this investment really worth it, or should you look for another opportunity, like leasing? All these have to be thoroughly thought.

5.3 How to present your business idea?

Not every business plan is presented to investors. However, if you put a lot of effort and you realize that your own funds are not enough, you will have to prepare a presentation and a pitch.

The goal of the presentation is to convince investors that you worth the risk of investment. In fact, you have only one chance at the meeting with investors. And your pitch and presentation should show your idea, your potential and your ability to run business successfully.

A pitch is a small and powerful speech that presents business idea. It has to incorporate main aspects of your business plan and present it in the most beneficial way. It

serves to convince others that your business idea is a good one. It's better to support pitch with PowerPoint presentation. This will help to support pitch's flow and creates basis for questions and conversation between an entrepreneur and investors.

As in every case of presenting something, presenter should be well prepared. If an entrepreneur seems unaware of something and poorly informed, this can ruin the presentation. So all details of the business plan should be well studied before going to investors (Inc., 2012).

Many of the decisions of investors are based on the confidence they have in you. It's not only figures that convince investors. Passion, this is what you need. If you have a passion to the idea you've created and to the business you are going to run, you have much higher chances to convince people. Chen, Yao & Kotha in their research "Entrepreneurs passion and preparedness in business plan presentation: a persuasion analysis of venture capitalists' funding decisions" published in Academy of Management Journal present the following results: "The results support our conceptualization that in the context of business plan presentations, the passion construct has two distinct but related components — passion and preparedness. Passion is manifested through facial expressions, body movement, tone of voice, and other nonverbal cues, whereas preparedness is manifested in the verbal content and substance of a presentation." (Academy of Management Journal, 2009. Vol 52. p. 209).

6 Discussion

The goal of this thesis was creation of working business plan of café with appropriate financial calculations, which could be used as a base for a constructive dialog with investors when looking for funds for project realization. This goal was reached with use of professional literature, knowledge obtained during studies at Haaga-Helia UAS and suggestions from teachers.

IN my opinion the result can be overviewed more widely, e.g. during this project the business idea was clarified, main pros and cons, as well as obstacles of such business were realized. Before creation of this business plan I had only an idea about how my business could look like, but evaluation of this project helped me to realize what skills I still need to develop and what knowledge to deepen. My personal objective in this project was to finally put my ideas on the paper and expand my knowledge in financial management of restaurant business. As the result of this thesis work all my objectives were reached. Good knowledge of entrepreneurial process and Finnish laws were obtained.

During the thesis project the biggest challenge for me was the frustration I felt when I realized that the subject is bottomless, and requires a series of books and a couple of years to describe everything I'd like to describe. I had to prioritize some topics and detract others, and this was not an easy choice. Other challenge, that the project is still theoretical and it's impossible to predict when it will be put into practice. That created extra challenge with assuming and forecasting, as well as use of some figures, like rent pricing, or price of funding. However all project calculations are made in Excel table in such a manner, that only with slight changes all the figures can be updated, so the business plan can get easily updated any time its needed. Besides, the layouts of the tables can be used in everyday business process and seems to be easy to employ even to unfamiliar user.

Even though it's still not decided when and how this business plan will be turned into reality I consider this project to be a successful one, I believe that experience and skills I have developed will benefit my professional life.

Bibliography

Atrill, P. & McLaney, E. 2004. Accounting and finance for non-specialists. 4th edition. Person Education Limited, Edinburgh Gate, Harlow, Essex CM20 2JE and Associated Companies throughout the world.

Barringer, B.R. & Ireland R.D. 2010. Entrepreneurship: successfully launching new ventures. 3rd edition. Pearson Education, Inc., publishing as Prentice Hall, Onne Lake Street, Upper Saddle River, New Jersey.

Baron, R.A. & Shane S.A. 2008. Entrepreneurship: a process perspective. 2nd edition. Thomson Higher Education, 5191 Natrop Boulevard, Mason, OH 45040, USA.

Barrow, C. 1998. The essence of small business. 2nd edition. Pentice Hall Europe, Campus 400, Maylands Avenue, Hemel Hempstead Hertfordshire, HP2 7EZ, A division of Simon & Schuster International group.

Blackwell, E. 2004. How to prepare a business plan. Revised 4th edition. Kogan Page Limited, 120 Pentonville Road, London N1 9 JN, United Kingdom.

Chen, X.-P., Yao, X. & Kotha, S. Entrepreneurs passion and preparedness in business plan presentation: a persuasion analysis of venture capitalists' funding decisions. Academy of Management Journal. 2009. Vol 52. p. 199-214

Euromonitor international. Full-Service Restaurants in Finland. Country report. September 2011. URL: <http://www.euromonitor.com/full-service-restaurants-in-finland/report> Accessed: 30 Aug 2012.

Fullen, S.L. 2003. Controlling restaurant & food service labor costs: 365 secrets revealed. Atlantic Publishing Group, Inc. 1210 SW 23rd Place, Oscala, Florida 34474

Google maps. URL: <https://maps.google.com/maps?hl=en> Accessed: 30 Aug 2012.

Happy cow – the healthy eating guide. Health food. Vegetarian & Vegan Restaurants in Helsinki. URL: <http://www.happycow.net/europe/finland/helsinki/> Accessed: 27 Aug 2012.

Hotel and restaurant chain Royal Ravintolat prepares to grow in the Helsinki Metropolitan Area. Intera to invest in Royal Ravintolat Oy. Press release 23.11.2011/ URL: <http://feed.ne.cision.com/wpyfs/00/00/00/00/00/17/49/2C/wkr0001.pdf> Accessed: 30 Aug 2012.

Inc. 500 Almanac. Statistics on the locations, industries, capital, productivity, technology, executives, and other aspects of the top 500 companies. Special Issue: The Inc. 500 October 22, 1996, 24

Inc. Topics. Start-up. Writing a business plan. How to present your business plan. URL: <http://www.inc.com/guides/present-your-business-plan.html> Accessed: 21 Sep 2012.

International Coffee Organization. Statistics. Country datasheets. 2010. URL: http://www.ico.org/profiles_e.asp?section=Statistics Accessed: 30 Aug 2012.

McDonald, M. & Whilson, H. 2011. Marketing plans: how to prepare them, how to use them. 7th edition. John Wiley & Sons Ltd, The Atrium, Sothorn Gate, Chichester, West Sussex, PO19 8SQ, United Kingdom

National board of patents and registration of Finland. New businesses. How to register a business? URL: http://www.prh.fi/en/kaupparekisteri/yrityksen_perustaminen.html Accessed: 17 Sep 2012.

New Nordic Food. About NNF II. Nordic cuisine manifesto. URL: <http://newnordicfood.org/about-nnf-ii/nordic-cuisine-manifesto/> Accessed: 30 Aug 2012.

Ninemeier, J.D. 2000. Management of food and beverage operations. 3rd edition. Educational institute of the American hotel & motel association, 2113 N. High Street, Lansing, Michigan 48906

Statistics Finland. Transport and tourism. Border Interview Survey 2011. Tourism from abroad to Finland increased in 2011. Published: 13 June 2012. URL: http://www.stat.fi/til/raja/2011/raja_2011_2012-06-13_tie_001_en.html Accessed: 30 Aug 2012.

Schmidt, R.A. & Wright, H. 1996. Financial aspects of marketing. Palgrave, Houndmills, Basingstoke, Hampshire RG21 6XS and 175 Fifth Avenue, New York, N.Y. 10010.

Toimitilat.fi Liikehuoneisto vuokrasopimus. URL: <http://www.toimitilat.fi/static/vuokrasopimus.pdf> Accessed: 12 Sep 2012.

Via Michelin. Maps and roads. URL: <http://www.viamichelin.com/web/Restaurants#resultSearch@address=&merge=Helsinki&sK=1792&sejour=&michelin=false&arrivaldate=&nights=&people=&c4=1%2C2%2C3>. Accessed: 27 Aug 2012.

Yritys- ja yhteisötietojärjestelmä. Joint business information system of the National Board of Patents and Registration and the Tax Administration. URL: <http://www.ytj.fi/> Accessed: 12 Sep 2012.

Business plan “Café 7” – café and pastry shop

Sushko Ekaterina

October 2012

Table of contents

1	Introduction	33
2	Industry outlook and environmental analysis	34
2.1	Industry and market analysis	34
2.2	Location.....	36
2.3	Buying patterns	36
2.4	Competitors	36
2.5	SWOT analysis	37
2.6	Future potential.....	38
3	Business goals and objectives	38
3.1	Our business idea.....	38
3.2	Our mission statement	39
3.3	Our strategies and goals	39
4	Products and services.....	40
4.1	Operating hours and strategy	40
4.2	Our products	41
4.3	Pricing	42
4.4	Product and service development in the future	43
5	Service operations, manufacturing, planning of premises	44
5.1	Service	44
5.2	Manufacturing	44
5.3	The premise's layout and decoration	44
6	Marketing.....	46
6.1	Launch marketing.....	46
6.2	First-weeks-after-opening marketing.....	47
6.3	Newspapers, magazines, brochures	47
6.4	Internet	48
6.5	Street.....	49
6.6	Loyalty customer program and CRM.....	49
6.7	Special events.....	50
7	Management and manpower	51

8 Financial plans	54
8.1 Sales budget	54
8.2 Profit and losses.....	55
8.3 Cash flows	58
8.4 Investments.....	59
8.5 Conclusions.....	60
9 Licensees and insurances.....	62
 Attachment to business plan 1 – The menu example	62
Attachment to business plan 2 – CV Sushko Ekaterina	64
Attachment to business plan 3 – Income statement	66
Attachment to business plan 4 – Cash budget.....	67
Attachment to business plan 5 – Income statement forecast for 4 years	68
Attachment to business plan 6 – Monthly loan repayment	69
Attachment to business plan 7 - Memorandum of Association.....	70
Attachment to business plan 8 - Start-up notification Y1	73
Attachment to business plan 9 - An appendix to Y1 for the Trade register	77
Attachment to business plan 10 - Lease of business premises agreement	80

1 Introduction

This business plan presents a business idea of a café in Helsinki downtown. The business idea is a property of its creator (Sushko Ekaterina) and cannot be used without preliminary agreement.

The idea of Café 7 came during travelling all over the world from the comparison of foreign cafés to those we have in Helsinki. Most of Helsinki's cafés have the same choice of pastry and coffee and are quite modest, not to say boring, with the interior. Café 7 is a place where you can get a wide variety of pastry as well as order fancy Birthday or wedding cakes. All the pastry is made in a café, freshly baked, delicious and presents a great selection to the consumer. But Café 7 is not only a café, it's also a pastry shop where everyone can have take-away pastry or order delivery service. The café also has a good event management program to make it more differentiated from competitors.

This business plan is created to show potential investors perspectives of the business. It includes environmental outlook, competitive analysis, business goals and objectives, products, services, marketing plan and financial plans.

The main goal of this business plan is to give a complete overview of the business idea to the potential investors and create a constructive dialog supported by figures and diagrams.

So far, the owner of the idea plans to invest 18 300 euro in this project and is looking for venture capital, or bank guaranties to start.

2 Industry outlook and environmental analysis

2.1 Industry and market analysis

According to Euromonitor international (September 2011), full-service restaurants in Finland had an increase in 1% in year 2010, compare to 6% decrease in year 2009, this was a clear improvement. This growth continued in year 2011. In the press release issued by Royal Ravintolat (one of the biggest players at Finnish restaurant and hotel market) and Intera Partners (investing company) in November 2011, Mr. Kasper Saari (CEO of Royal Ravintolat Oy) prognoses that despite of economic uncertainty 1.2 billion euro hotel and restaurant market in Helsinki is going to grow, due to tourism potential growth in Helsinki area. And Statistics Finland in published in June 2012 data, confirms tourism growth increase by 17% in year 2011. Tourists (leisure and business) brought 2.2 billion euro to Finland, which is 180 million more than the previous year. You can see yearly amount of visitors in the figure 1 below.

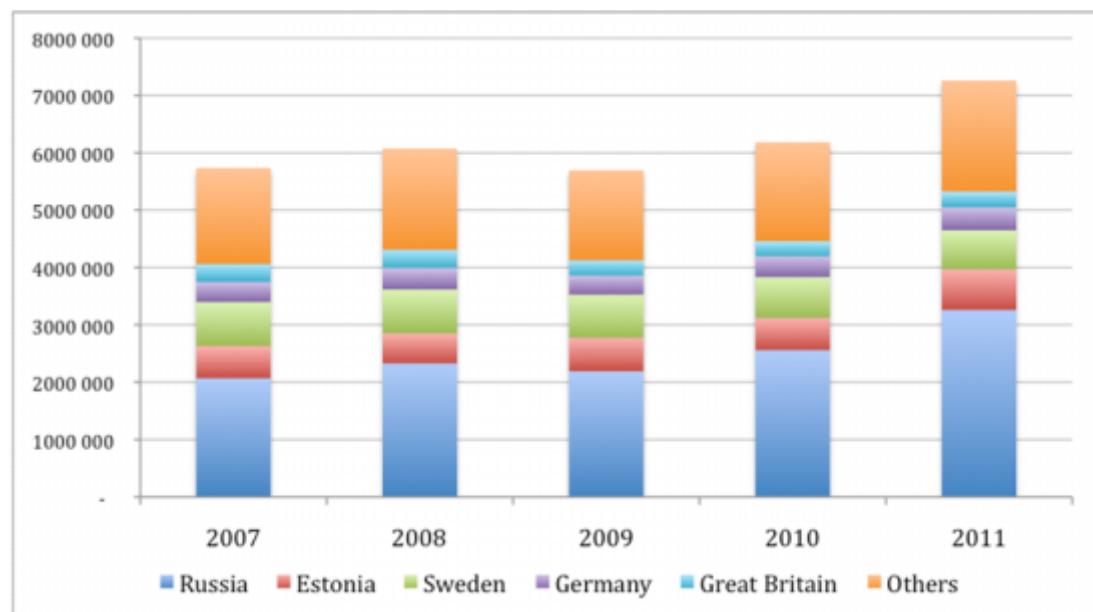


Figure 1. Amount of foreign passengers visiting Finland in 2007-2011 (Statistics Finland 2011)

These figures can also be seen at the streets. When you walk around Helsinki you can see new places popping-up here and there. Some old places are changing their business

ideas others are going bankrupt. But new are coming instead. Touristic growth obviously gives Finnish restaurant market hope to grow too.

At the same time, Finns became more open to new concepts and restaurant experiments. Original business ideas, that are popular around the world, are getting welcomed in Helsinki too, e.g. restaurant Vapiano, Starbucks, Rock Café and others. Withal, Finnish food culture develops and seems to be born anew. *Nordic cuisine manifesto*, created by most well-known Nordic chefs, starts with the words “*As Nordic chefs we find that the time has now come for us to create a New Nordic Kitchen, which in virtue of its good taste and special character compares favorable with the standard of the greatest kitchens of the world.*” (New Nordic Food). And restaurant kitchens keep developing - already 5 Helsinki restaurants have Michelin stars (Via Michelin. Maps and roads.) However café market remains pretty much the same – quiet and steady. No new concepts (except for yoghurt ice cream café “Yo”), same service, and even the same food choice in every coffeehouse at Helsinki downtown.

Together with new concepts comes green trend that is now covering the whole world. Restaurants are getting greener - some vegetarian restaurants have appeared. According to the webpage *happycom.com*, which is very popular portal among vegetarians, there are 16 vegetarian restaurants in Helsinki. And for sure, one can find a vegetarian option in every restaurant of the city. However, still not many cafés can offer vegan food.

Finns have a coffee-culture; they don't really drink much tea, and even in popular children cartoon “The Moomins” characters drink coffee now and then. International Coffee Organization country report 2010 shows that Finland has highest level of coffee consumption in the world – 12.12 kg/year per capita. This is a huge amount. Because the second place in the list belongs to Denmark (9.46 kilo) and neighboring Norway (9.21 kilo).

All above-mentioned shows that with appropriate knowledge of Finnish market one can still find his niche if only invents a good café concept that would appeal to a new profile of modern customer, however keeping in mind habitual cautious and conservatism typical for Finnish people.

2.2 Location

For the “Café 7” business idea location is important. It is essential that it’s located at the center of the city, e.g. Kamppi area, Esplanadi, Bulevardi, etc. This area is full of tourists and shopping people. It’s also suggested that a café should locate next to, or inside of a shopping center, like Kamppi, Forum, or Stockmann, because this will increase potential customer amount. It is also nice to have a possibility for a summer-terrace, however it’s quite hard to find a venue in the downtown that would have allow having a terrace and had a reasonable price. Location in such a highly competitive environment forces café to be unique and sensitive to customers’ needs.

2.3 Buying patterns

In the morning people would visit a café to pick up take-away coffee and pie. During daytime have lunch, meeting with friends. But in the evening, even more people meeting each other, taking more drinks, sweets, picking up pre-ordered cakes and pastries, or buying take-away sweets. Naturally the customer amounts would be the highest on Fridays and Saturdays and lowest on Mondays. Women usually choose more healthy food, when men would choose something heavier, like a meat pie, or mushroom quiche.

2.4 Competitors

Helsinki central area is full of cafés; however, most of them have the same offer for their customers, a modest range of coffee and the same choice of pastry in each and every coffee place. Every coffee shop can be considered as a competitor to our business idea, as well as any restaurant in a wide perspective also a competitor to a café. However among more direct competitors we would mention Fazer café, café Ekberg, Kakkugalleria and Café Esplanad, these three are located at the very center of the city, but besides perfect location offer a wide variety of pastry and desserts, which cannot be compared to any other coffee place in the area. As our differentiation from competitors is based on pastry choice we have to be sure that it really makes a strong difference from mentioned above enterprises. Café 7 has to become different enough for people coming specially to visit it. Café Ekberg is hard to compete as it has historical

value, but at the same time, it's way to historical and lacking lightness in the atmosphere. Two other competitors are lacking identity from others, except from the pastry choice. Fazer has strong brand recognition and is highly popular among tourists, this is something that is hard to beat, and Esplanad has just perfect location and is very big. But both this places are crowded with people, and usually not neat enough, especially Esplanad. Except for pastry choice we want to differentiate on atmosphere and coziness and neatness of the place, as this is close to our lifestyle.

Surely any competitor can offer take-away service, but we want to make take-away so strong that Café 7 would be considered by our customers from two sides – as a café, and as a pastry shop. Vegan pastry option is also a part of our differentiation; however we don't strongly rely on as we realize there are not many vegans to make our café profitable.

One of our specialties is event management. We plan to organize different events to make our café more than a café, but a place to meet and spend time (see more details in chapter 6).

2.5 SWOT analysis

Strengths <ul style="list-style-type: none"> • Unique business idea • Exclusive pastry • High variety of pastry • Possibility to pre-order uniquely designed cakes • Vegan and vegetarian pastry • Exclusive entertaining programs • Good loyalty program 	Weaknesses <ul style="list-style-type: none"> • No experience in this business • Owner is not native Finnish speaker • New and unknown brand • Limited funds available • Limited marketing budget to develop brand awareness • Coffee and pastry are already available at the market from competitors • The struggle to continually appear to be cutting edge.
Opportunities <ul style="list-style-type: none"> • Growing market • Acquire own market niche • Expand café network to other cities • Create own retail pastry line • Get a space for a café in a new building shopping malls, like Lauttasaari metro station shopping mall 	Threats <ul style="list-style-type: none"> • Economic crisis • Starbucks strong development in Helsinki area • Unpredictable rent increase for the next rental agreement • Competitors lower their prices

--	--

2.6 Future potential

In the future, café could widen its pastry choice, and could expand to retail market, opening a line of pastry production. This however requires a strong brand, and minimum brand recognition. If the concept will be considered successful, the idea can be populated to other Finnish cities, e.g. Turku and Tampere, as well as around Helsinki region, in big shopping malls like Jumbo and Sello.

3 Business goals and objectives

3.1 Our business idea

Our idea is a place where one can find amazing pastry, which Helsinki café market is lacking. It is a pastry shop and a café where you can not only buy a supplement to your coffee, but order a fancy Birthday or Wedding cake, as well as buy pastry for dinner or party at your home. We hope to be famous with our homemade pies, cheesecakes and quiches. Pastry variety will have a vegan option, as Helsinki cafes are ignoring this segment totally. As competitor analysis shows there are not many places that offer good and quality variety of pastry and fancy party cakes.

The name of the café is “*Café 7*”, which means that you can get pastry and coffee 7 days per week. We want to offer simple but yet good service, warm atmosphere and also some entertainments, like good music and piano concerts, poetry reading, small performances, photography and art exhibitions on the walls of the cafe and different activities for customers (chapter 6 - Marketing describes it more in detail).

Café will operate from Monday to Sunday 9:00-21:00, with late opening on Mondays and Sundays and early closure on Saturdays and Sundays (see chapter 4.1 for more details).

3.2 Our mission statement

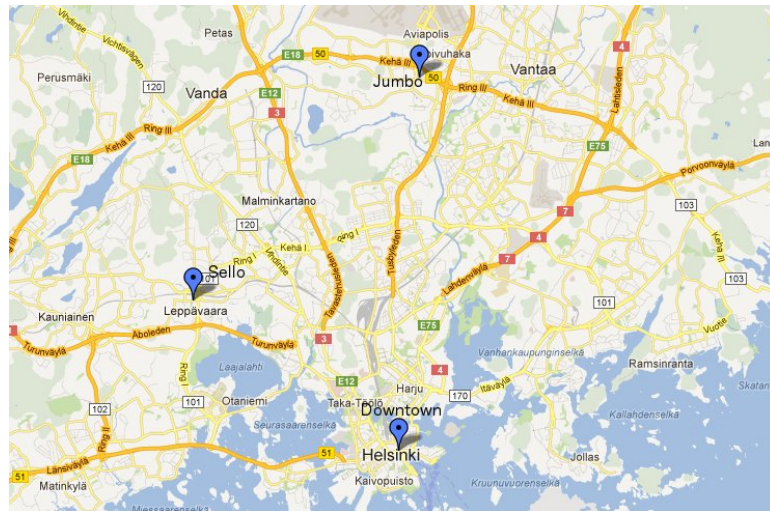
The mission is to bring good and variable pastry to Finnish market via a café place where you can not only buy it, but also spend some time with friends enjoying good pastry. We wish to become a brand that strongly associates with good pastry, high quality standards, good design of the pastry and stylish package – a product which you can take with you as a present when going to visit your relatives. We can also act as a venue for small art events, like art and photography exhibitions, piano concerts and language exchange café. We are passionate about creativity and constant development and nourishment of the existing business idea.

We want to be responsible business, so the coffee we are going to serve will be *fair trade* labeled. As well as whenever it's possible we will use ecological washing detergents and standards, and electricity saving bulbs and systems.

3.3 Our strategies and goals

The aim is to quickly enter Helsinki café market and take the niche. The other goal is to succeed at pastry takeaway market. This can be achieved with a good quality of product, consistent and warm service manner and constant creativity in marketing and creation of pull-in factors for customers, like smart discount system and loyalty customer program. After successful operations during two first years we are looking into opening another “Café 7” in Tampere. After one more year, if operations in Tampere will be successful, Helsinki café can expand in Helsinki area, for two more cafes in Jumbo and Sello, thus covering the Helsinki area (see picture 1). And after this, we can consider to enter retail market, by offering our pastry products to retail chains.

Picture 1. Helsinki metropolitan area.



4 Products and services

4.1 Operating hours and strategy

The café will be open from Monday to Sunday the following:

Monday 11:00 – 21:00

Tuesday – Saturday 9:00 – 21:00

Sunday 12:00 – 21:00

In the morning offering breakfast sets, like coffee + pie, during day time offering light lunches with salads and hot pies, and in the evening again coffee and pastry. Take away purchases will be encouraged to maximize seat turnover and thus profitability. We won't have any hot food, like soup served, as this is out of our business idea, however, salads are decided to be included in the menu, to have a possibility to serve light lunches.

In the morning the target is mainly tourists and walking around people who are looking for breakfast. Starting from 11:00 target group focuses to business people, who are looking for light lunch, these are mainly women. After 15:00 main customer segment are people meeting after work with friends, to have nice time, and also people coming back home from work to buy takeaway pastry.

4.2 Our products

Our passion for pastry is endless, and we have a huge list of sweet and non-sweet bakery products that would intrigue all kind of a customer. Vegetarianism is a part of our life, so egg-less pastry, as well as vegan (no egg, no milk products, and no animal products) will be an option. Despite of all doubts, vegan and vegetarian pastry can be amazingly light and tasty. Which is also a way to decrease cholesterol and saturated fatty acids level. Here are some examples of pastry we can offer for our guests:

Sweet pastry:

- Cheesecakes (lemon, chocolate, blueberry, tea)
- Cookies (oat, butter, chocolate, low-sugar, etc.)
- Cup-cakes
- Sweet pies
- Vegan options

Not-sweet pastry:

- Quiches
- Pies
- Muffins
- Vegan options

The coffee we are going to serve will be *fair trade* labeled, as we want to be responsible business, and consider that coffee price difference between *fair trade* and *non-fair trade* is not that high, and will not harm our financial success.

Salads will be simple, however having a hint of originality:

- Rucola salad with corn and goat cheese
- Beetroot salad with pesto and goat cheese
- “Slimming Italian” (tomato, basil and garlic salad), and others.

Seasonality is not only the method to control costs but using season products, but also is a way to increase customers' interest buy offering something new, fresh and out-of-the-box. The menu will be definitely reacting to local and national holidays, like Christmas, Juhannus or Vappu, as well as changes in the season – summer, autumn, winter and spring. Some products will be offered only as a specialty during holidays, e.g. special Christmas cake made with the recipe created over a century ago.

We believe that our passion for pastry will help us to create an interesting menu and keep it developing all the time. No alcohol will be sold in the café, as it doesn't correlate to business idea. We will offer children menu, which will include less sugar and fat pastry, some vegetables and fruits cuts. Children food will be served on special children plates that would make it more appealing to children. Please see the menu example in the attachment to business plan 1.

4.3 Pricing

Our prices will be affordable, compared to the average prices in the Helsinki city center area. We want to attract lunch customers, as this is a good segment to fill in the cafe during day times. To ensure competitiveness of our lunches we will take more care about price level, as lunch customers are highly price sensible, and they require good quality for the reasonable price. However we realize that we will not offer hot soup option, or any main course for lunch, except for good salads and hot pies. At the same time we are flexible, and we'll have to adapt to lunch customer choices, meaning that to increase customer inflow we have a possibility to develop soup menu for lunches. But the start-up project doesn't include this as a must-have.

Price for the pastry will be kept at average price level, starting from 1 euro per cookie and 3 euro for a piece of cake. Take-away pastry should include a discount depending on the amount customer buys at one time. Loyalty customer option will be designed to increase customers' interest to come again and again to our place and buy from us, not from competitors. More detailed it will be described in chapter 6 – Marketing. Price for

the fancy uniquely designed Birthday and Wedding cakes will be more or less moderate, starting from 30 euro and depending only on the fantasy of the customer.

Gross profit for non-alcoholic beverages is 80%. For food our gross profit is around 65%. So for example a café latte cost us 0,6€ and we sell it for 3€. A lunch salad would cost us 3,20€ to make and we would sell it for 9,20€. A piece of cake costs 1,2€ and we sell it for 3,5€.

4.4 Product and service development in the future

As it was already mentioned, our passion for menu development is endless, as we have a great passion for pastry. We plan to obtain our own delivery car, so that we could deliver our special-occasion-cakes to customers with proper care.

Once we have established our customer base, approximately after 1 year, it will be possible to increase prices.

We plan to develop our on-line order system as soon as we feel financially stable (more details about webpage see in chapter 6 - Marketing).

5 Service operations, manufacturing, planning of premises

5.1 Service

Our concept implies self-service (tray line). This will minimize costs and will make us competitive. However, when needed, we will deliver food and drinks to customer table (e.g. if preparation takes time). But usually customers will receive food and drinks at the moment he-she orders. If customer eats in a cafe the food will be served on a tray. If it is a takeaway service, the food will be packed into original package - boxes and bags. Fancy present packages will be available separately.

To deliver holiday cakes and packages we will use our own car, until we are able to finance a new car with logo and more convenient for the delivery. Before we can hire extra person for delivery service, one of the personnel or one of the owners will perform the delivery.

Speedy and friendly service is what we aim for. For this purposes we will have 2 waitresses working simultaneously almost all the time.

5.2 Manufacturing

We will make all our products by ourselves, for this purpose we plan to hire two pastry chefs. We want to serve best quality products, but at the same time staying focused at profitability. We have a plan to find one person who could be able to perform as a head chef, to whom we could probably give part of the shares, to increase his/her motivation and involvement. In addition to two chefs we'll need a part-time kitchen worker.

5.3 The premise's layout and decoration

This project doesn't have a precise rented venue yet. However it has been calculated based on the following:

- 80 square meters main premises (including kitchen 15 square meters)

- 5 square meters storage in the basement
- 35 seats plus 20 seats on the terrace during summer time
- Monthly rent cost for main premises 50 euro/m² (4000 euro)
- Monthly rent cost for the storage 30 euro/m² (150 euro)

All financial figures have been calculated using figures presented here above. If monthly rent and amount of the seats changes, it influences profitability and all the figures have to be recalculated. However, it's predictable that if amount of seats in the main premise increases to 40 and monthly rent doesn't increase 5000, the enterprise still remains profitable. See chapter 8 for more detailed financial information.

The idea is to create a cozy and homely feeling cafe, where one would like to meet friends, or just come in when passing by in bad weather. The place will have vintage design, a lot of cushions, candles and curtains on the windows, flower wallpapers with pale paint on the walls. Main colors are white, beige, light brown, grey or green, but with some bright color accents in orange or red, or purple. Furniture will be dark colored - small round tables, and bigger square and rectangular tables with chairs and some armchairs.

Children corner will be separated from the main area, so that noise wouldn't disturb other customers, and at the same time parents could have a seat and watch their children while eating. Children corner will be small, but vivid and cozy. It will contain plain toys, books, paper and pencils for painting, etc.

The piano will be a part of the interior together with bookshelves full of books and table games. Guests could use the piano only with approval of the personnel, so that be sure that they won't disturb other guests.

6 Marketing

This chapter describes our marketing program step by step. However we believe that marketing has to be adapted to reality every now and then. Below we describe marketing tools and ways we going to use them. Marketing budget will be introduced later in chapter 8 - Financial plans.

Our target group is mainly women in the age of 21-40, working, students, housewives, with children and single. All kind of women, because women like sweets more than men, and they tend to spend more time in cafés, whereas men usually stay in bars. We plan to reach this target group via magazines and web pages with a similar or close target group. We plan to create loyalty program that is more appealing to this segment. The way of communication will be also designed to reach this target group best.

6.1 Launch marketing

We are going to use launch marketing campaign before we actually open the venue. This is because we want to raise the awareness of local people about new opening.

- For this purpose we plan to give advertising in Metro magazine that would include a coupon valid during 1 month after opening and providing free cup of ordinary coffee in case you buy and try any piece of cake in a cafe. This advertising is planned to start one month before the opening. For future purposes, this kind of advertising will be used, because cost of cup of coffee is very low, but we will get the profit from pastries, and will keep our products fresh thanks to high turnover. Also, we hope that we will get other customers together with the one who has a coupon, because he/she will insist to visit our cafe.
- One month before opening start an advertising campaign in Wedding magazines, so that couples could consider our bakery as an option.
- One month before the opening start advertising campaign in women's magazines. Advertising should put more emphasis on light vegan pastry, as well as it could focus on takeaway pastry for family holidays.

6.2 First-weeks-after-opening marketing

We realize that first couple of months is very critical for a restaurant enterprise, that is why we want to do our best in building customer base.

- For this purpose we design an opening: logo balloons, free coffee for every customer winning a lottery, which is held every hour outside by a person wearing a cake costume. This person is going to walk in front of the cafe on the most crowded days and invite people in, offering leaflets.
- On some days we can offer leaflets “two coffee with the price of one”. Even though drinks make the most profit, we believe that we better give one drink for free, to get second paid, than to keep cafe empty. This will give us a chance to get new customers in, introduce our place, offer loyalty program and get a chance that this customer loved our place, as we do, and wish to come back and tell his/her friends.
- We plan to have different auctions on close-to-due-date pastry in the evenings, and spread this among our guests, so they were aware and it became a tradition and our distinctive feature. Surely it’s better to cook proper amount of cakes to sell, however this amount can never be counted exactly, so it’s better to sell leftovers with a discount, to get back money invested into ingredients, than to throw it into trash bin.
- During first two months, we plan to attract beginning artists and photographers to have exhibitions at our place, as well as beginning musicians to perform. This is planned to be on a mutual basis - we provide the venue for them to show their masterpiece to the world, they provide their art for free. Paintings and pictures can have price and be sold to cafe guests.

6.3 Newspapers, magazines, brochures

The choice of magazines and newspapers for advertising campaigns depends firstly on their target group, as it should be similar to ours, and secondly on the price of advertising. It is preferably to use local magazines; however most of those that cover our target group are countrywide. Final choice will be highly dependent on the price.

We have chosen the following list:

- Metro
- Elle
- Olivia
- Ilona
- Kauneus & Terveus
- Trendi
- and similar.

In the cafe we plan to have brochures with timetable of event for the following month, as well as give-away menu, which everyone could take home and decide what pastry or cake they want to order for their party.

6.4 Internet

Internet, when used properly, is a cheap and easy way for marketing. We plan to create and manage the following pages:

- Our own webpage
- Blog, where we can post pictures and short stories from our cafe
- Facebook group
- Twitter
- Vkontakte (Russian analogue to Facebook, very popular)
- Youtube channel

Our webpage will be available in 4 languages - Finnish, Swedish, English and Russian, and it will contain the following:

- Main page will show news and current proposals
- Menu with a lot of beautiful pictures of our pastry
- Calendar of the events
- About us
- Contact information
- Links to our blog, and other pages. ("I like" button)

- Feedback

We also plan to be listed at the web pages like *eat.fi* and similar, so that customers could find us, easily provide us feedback and thus give us a hint how to act.

We want to have our own *Youtube* channel, where we will publish beautiful videos made by ourselves with our chefs' easy cooking classes. This video can be easily spread around the web.

6.5 Street

On the street we plan to have signboard on the wall as well as on the sidewalks. A person wearing funny cake costume is planned to walk around the area from time to time giving away leaflets with advertising of our cafe.

6.6 Loyalty customer program and CRM

The loyalty customer card will be created. The card will have 7-box table (correlating with the name of the café), we will tick a box each time a customer spends 5 euro. At the 7th box we will offer him/her a free hot drink. The price 5 euro is chosen, because cup of coffee latte costs 3,5 euro, and if customer wants to fill in a box in a card, he/she will have to buy a cupcake, or a cookie, or any other pastry, thus increasing our pastry sales.

Except for this easy coffee program, we plan to develop more elaborated loyalty program with monthly offers, collectable discounts, etc. This program will have plastic cards with changing amount of discount depending on the amount the customer has already spent in our cafe before.

Later on we plan to create a CRM system (customer relationship management system) that would help us to manage and increase customer database. Now and then, whenever possible, we want to collect customers' e-mails so that we could perform hot mailing campaigns, with offers and discounts, as well as offer customers a discount for their birthday cake two weeks before their birthday via e-mail. We don't plan to use cold e-mail campaigns, because we believe this damages brand's image.

6.7 Special events

To differentiate our place from others and also to increase potential customers' interest we want to organize different events at our cafe. Here are some examples:

- Cafe-lingua. Monday evenings are usually quite in Helsinki downtown cafes. To keep venue full and active we want to promote cafe-lingua at our place. This will be the place where people can learn foreign language speaking with native speakers. To promote this idea we are ready to present special discounts for people who participate in it. This is under discussion.
- Piano concerts and other music concerts. We'd love to have a piano at our place, as live music sounds much more appealing than the CD. We can offer our place to beginning musicians and bands who want to promote themselves and who play nice music, which correlates with our cafe's theme.
- Children painting exhibitions. We offer our customers either to come with kids and draw a drawing in our children corner, or to bring a drawing from home. We will offer a theme for the kids to draw, and everyone who brings the drawing will get free coffee. So we could use these drawings to decorate the cafe and make place look more cozy and homey.
- Art and photography exhibitions. As it was already mentioned before, these exhibitions can be held for the beginning artists at the mutually beneficial terms.

7 Management and manpower

Managerial and financial tasks will be in scope of my own activity. Please find my CV in the attachment to business plan 2. I will personally manage and run the business with help and support of my husband in any legal questions. Also all marketing will be my responsibility. This is a huge pile of work, however at the beginning we cannot afford to hire a person from outside because of two reasons – financial and managerial. We will consider an assistant position, but later on, when we'll have more funds.

The personnel we still have to higher:

- 2 chefs full time
- 3 waitresses full time
- 1 extra chef and 1 extra waitress when needed (e.g. holidays, sick leaves)

Table 1 shows an approximate timetable for the employees. Chefs will have 7-8 hour working day, starting 2-3 hours before opening and ending after lunchtime is over. One day per week, we will have two chefs at the kitchen – one operating normal café work, and the second one preparing pre-ordered pastry and cakes.

Table 1 - Schedule

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
Opened	11:00	9:00	9:00	9:00	9:00	9:00	12:00	-
Closed	21:00	21:00	21:00	21:00	21:00	21:00	18:00	-
chef	8:00-15:00	7:00-15:00	7:00-15:00	7:00-15:00				
	7	8	8	8				31
chef 2				13:00-21:00	7:00-15:00	7:00-15:00	9:00-13:00	
				8	8	8	4	28
waiter 1	10:30-16:00	8:30-15:00	8:30-15:00	8:30-15:00	8:30-15:00	8:30-15:00		
	5,5	6,5	6,5	6,5	6,5	6,5		38
waiter 2	13:30-21:30	13:30-21:30	13:30-21:30		13:30-21:30		11:30-18:00	
	8	8	8		8		6,5	39
waiter 3		11:30-15:30	11:30-15:30	13:30-21:30		13:30-21:30	12:00-18:30	
		4	4	8		8	6,5	31
TOTAL	20,5	22,5	22,5	22,5	22,5	14,5	10,5	136

Waitresses will operate the way shown in the table 2 below. At the busiest times we will have three waitresses in a café - two serving customers and one cleaning the tables.

Table 2 – Waitress time scheme

	8:30	11:30	13:30	15:00	15:30	21:30
waiter 1						
waiter 2						
waiter 3						

As it was already mention there is an idea to offer some shares to head chef, to increase his/her motivation to the project.

The choice of employees is a very careful process, as in such a small business as a café everything can go wrong if you create a wrong team. I cannot be always at the front of the house controlling how waitresses are working, how friendly they are, and how smooth is the service. This means we have to hire people to whom we can trust. But trust comes with time. The aim is to create an atmosphere not only for our guests, but also for employees, so that they feel loyal to the company and were happy to come to work. From the kitchen staff we expect experience in pastry production in cost effective manner.

Mutual commitment from both sides – employees’ and company’s is essential. We want to provide possibilities for advancement, especially when our café will grow and we will have more operations and will open another café and expand to other cities. We will offer new interesting places first of all to our employees who performed well, and then we’ll look from outside, because it’s always better to grow your own specialist. We also happy to take industry students from vocational and higher degree programs, and make sure they really learn with us.

Orientation is very important for every new employee. I personally want to orient new employees, to be sure that my business idea, service style and café’s image is clear to them. Newcomers should quickly get the feeling that they belong to the team, because this affects their performance. Orientation program could include, first, personal acquaintance to other employees and their roles and responsibilities, than process description, how the raw materials are obtained, how and when the food is produced, third - it should definitely contain food tasting, as employees should know the product to be ready to assist to customers. Orientation program should also include patronage

time period, than existing employee would help newcomer to get into process. After orientation program there should be session with a feedback discussion with manager about what was left unclear and where a freshman needs further assistance.

8 Financial plans

8.1 Sales budget

Our sales will be depended on a season, due to the seasonality of the demand and additional 20 seats available during summer time at the terrace. Figure 2 presents sales without VAT (turnover), which can also be found in our Income statement (attachment to business plan 3) and Cash budget (attachment to business plan 4).

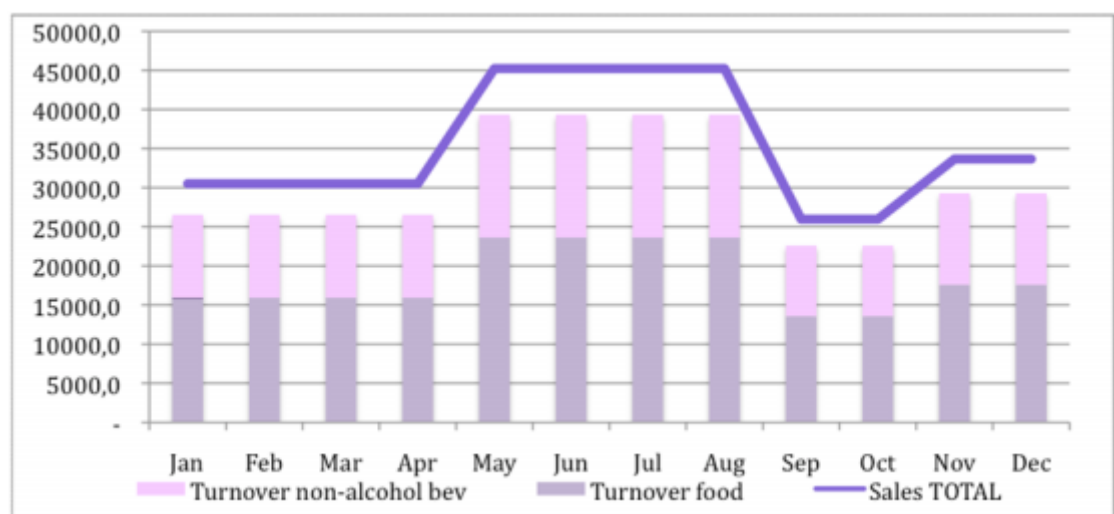


Figure 2 – Turnover and sales monthly figures (euro)

Forecasted amount of customers during breakfast time is 5%, lunch – 25%, dinner – 35% and take-away – 35%. Figure 3 presents sales mix.

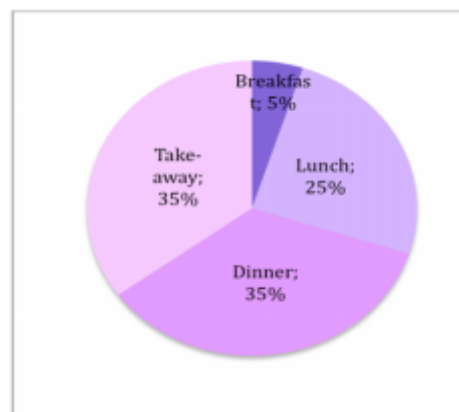


Figure 3 – Sales mix (customers)

Forecasted product sales are the following – 60% food sales, 40% non-alcohol beverages.



Figure 4 – Sales mix (products)

In average monthly sales will be at the level of 35 000 euro, which sums to yearly sales over 420 000 euro (incl. VAT). Current VAT level is 13% for food and non-alcohol beverages, and 23% for alcohol beverages (which is not applicable in our case). Average turnover is 30 600 euro, yearly turnover 367 000 euro. More detailed information can be found in the Income statement (attachment to business plan 3).

According to the buying behavior of Finnish residents, most purchases are done using bankcards. In our cash budget we forecast 90% of purchases done with a bankcard and only 10% in cash. We will be able to get 95% immediately (10% cash plus 85% debit cards) and the rest 5% we will get the following month (these are purchases done with a credit card).

8.2 Profit and losses

The forecasted Gross profit is 71.00%, which is a good level of Gross profit for restaurant field in Helsinki region. Net profit is 5.86%, which is also a good level at Finnish café market, and especially good result for thirist year of operations. In exact figures the average monthly net profit is 1 795 euro and yearly profit about 21 500 (see attachment to business plan 3). Forecast of income statement figures for the following four years is

presented in the attachment to business plan 5. Figure 5 presents Gross profit of every particular product.

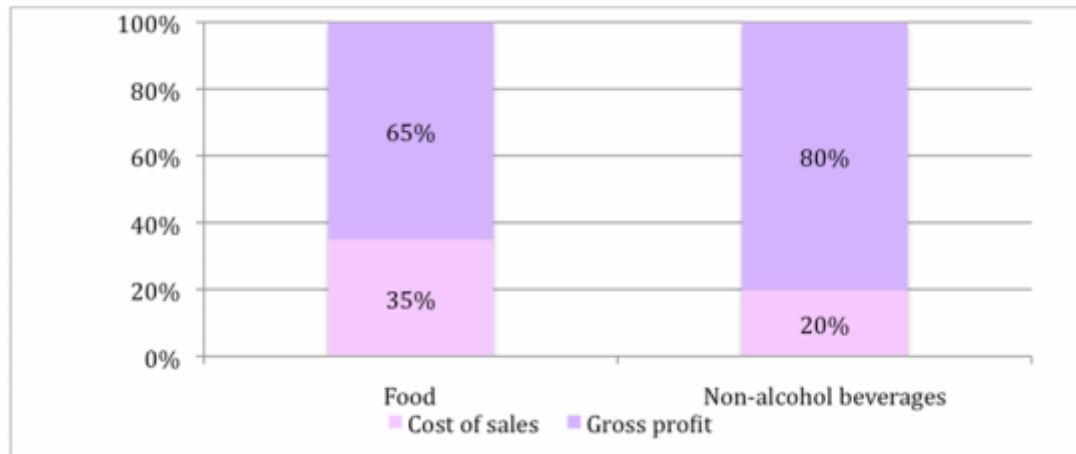


Figure 5 – Gross profit

Labor costs are calculated based on the table 1 (presented in chapter 7) that helps to calculate average amount of working hours per day. Table 3 bellow shows calculation of labor costs. Price of one working hour, which is 12.5 euro, helps to calculate yearly wages. Total labor costs are calculated by multiplying wages by 1.5, because employer has related expenses to pay for employees (insurance, etc.) they are shown in the lines “*Related labor costs*”

Table 3 – Labor cost calculation

Persons needed	5
Working hours per day	19,36
Payment (euro/hour)	12,50
Wages per month (euro)	7 258,93
Wages per year (euro)	87 107,14
Total labor costs / month (euro)	10 888,39
Total labor costs / year (euro)	130 660,71
Related labor costs / month (euro)	3 629,46
Related labor costs / year (euro)	43 553,57

We can also calculate the wages/turnover ratio (27.34%) and total staff cost/turnover ratio (41.01%), as well as average salary per employee gross (1 452 euro) and net (1 118 euro). Salary level is average (12.5 euro/hour); however we can vary working time among employees to make one person a part-time worker, and others full-time. Salary

of a waiter is lower than of the cook, but this has been taken into account in calculations, where average euro per hour is defined as an average between 2 cooks and 3 waitresses.

Table 4 – Expenses (euro)

Expenses	Monthly average	Year total	%, in relation to turnover
Total labor costs	10 888	130 661	48,87%
Rent	3 750	45 000	16,83%
Energy	300	3 600	1,35%
Insurance	100	1 200	0,45%
Book keeping	1 500	18 000	6,73%
Maintenance	100	1 200	0,45%
Marketing	642	7 700	2,88%
Web page	4	50	0,02%
Licensees	125	1 500	0,56%
Cleaning	100	1 200	0,45%
TOTAL	17 509	210 111	78,59%

Table 4 shows expenses:

- Rent expenses are the calculated out of the rent price 50 euro/m² for the main premises plus 30 euro/m² for the storage in the basement ($80 \times 50 + 5 \times 30 = 4150$) (The price of the rent is the assumption based on the knowledge obtained during studies. No special request to the real estate agency was done, due to suspense of project realization).
- Energy expenses are at the average level of 300, as we are a small café.
- Insurance costs 1200 euro/year (see list of insurances needed in chapter 9).
- Book keeping is outsourced with the price 1500 per month.
- Maintenance expenses considered to be low, as we are going to use new equipment.
- Web page will cost us only 50 euro for the hosting, as I personally can create and maintain café's webpage, as I have an experience. We can invest in webpage more next year if needed.
- Licenses don't cost much, because we don't need alcohol license. See chapter 9 for the list of all documents and licenses needed.
- Main cleaning will be done by us and workers.

To calculate profit before taxes we also have to take into account the following:

- Depreciation 1000 euro/month.
- Loan interest 177 euro/month

After this, profit before taxes sums 12.37% of turnover. Profit tax is 24.5%. For more details please see attachment to business plan 3 – Income statement.

Marketing budget is 7 700 euro – where 4500 is for the first two months. This is because we have to save every penny. However we planned 250 euro/month spend for marketing in average. This is not much, but as a young starting business we rely a lot on Internet marketing, which still has some free or cheap opportunities, like advertising on Facebook.

At the beginning of the year Café makes losses, but high summer season improves it. Figure 6 demonstrates it.

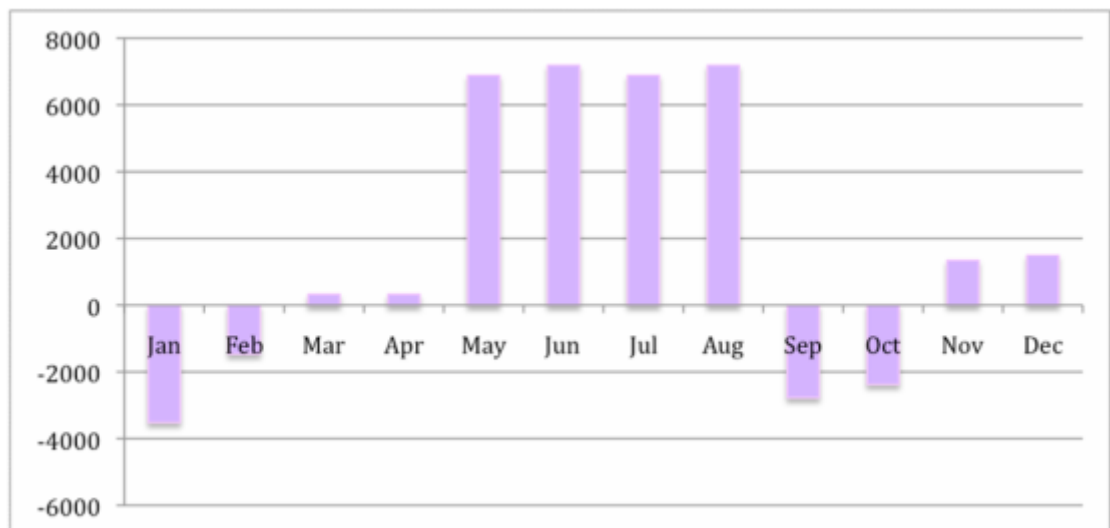


Figure 6 – Net profit/loss

8.3 Cash flows

The opening bank balance has to be at least 33 000 euro, not to suffer from deficit of the budget. This 33 000 are working capital, which will cover main expenses at the be-

ginning, while the business starts to increase turnover. Figure 7 represents monthly closing bank balance of the business. Please see also attachment to business plan 4 – Cash budget.

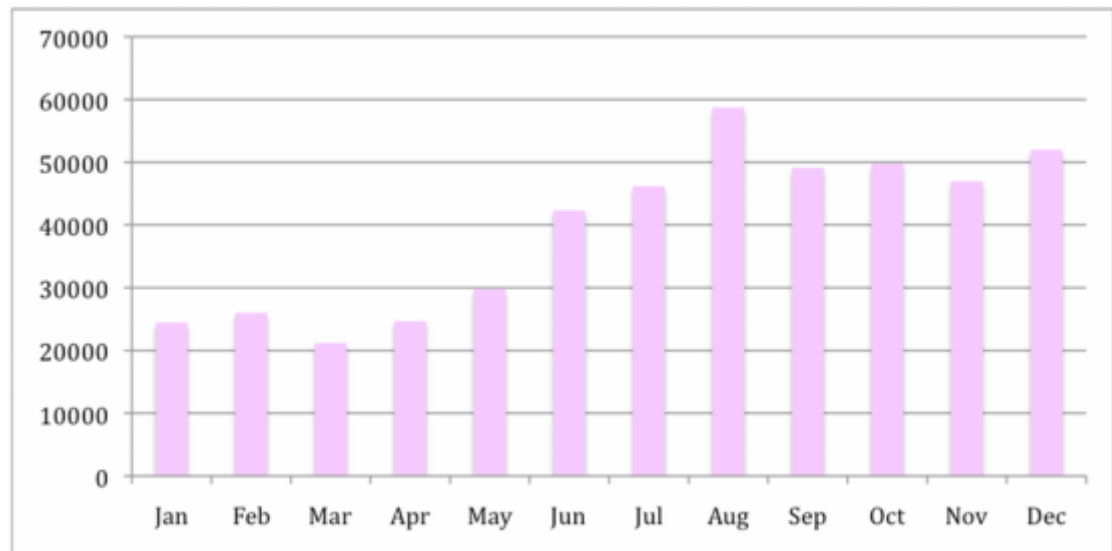


Figure 7 – Closing bank balance (euro)

8.4 Investments

Our personal investments will be 18 300 euro. 37 500 euro – cost of renovation and machinery, 63 013 euro - working capital needed, from here, total capital required is 53 013 euro. See details in Table 5.

Table 5 – Capital required

Cost of renovation and machinery	
37 500	TOTAL
Working capital	
1 925	stock (1 week)
12 450	rent (3 months)
10 888	total labor costs (1 months)
1 000	float
5 000	marketing money (2 months)
50	web-page
2 500	licenses
25 513	TOTAL
71 313	Total capital
Own capital	
18 300	TOTAL

53 013	Capital required
--------	------------------

We require a loan amount 53 000, which we can repay in 2 years (and our cash budget and income statement show it), we are able to pay 4% interest. With such conditions monthly payment will be about 2 386 euro (2 209 repayment plus 177 interest, interest will decrease with time, while repayment remains unchanged, please see attachment to business plan 6 for more details). In one year this loan will bring investors 1 635 euro, in two years 2 209. See details in table 6. In case we apply for the loan, we are planning to use Nordea bank or Sampo pankki services.

Table 6 – Loan

Loan amount	53 013
Period (months)	24
Interest rate	4%
Payment	2 386
Interest (month)	177
Repayment (month)	2 209
Interest (one year)	1 635
Repayment (year)	26 505
Interest (two years)	2 209

8.5 Conclusions

The business is profitable and able to bring income. Taking into account future potentials of the business, the sales and profits will grow (see four year forecast in the attachment to business plan 5). The most important are first two years, which will help to create a stable base for the potential expansion.

Profitability of the business is shown in attachment 3, and positive bank balance shows its liquidity (see attachment 4). Efficiency is calculated as a ratio of expenses to revenue, and is 95.04%, which means that to generate 1 euro of revenue business needs to spend 0.95 cents.

However stability of the business depends on the amount of borrowed capital. So far the ratio of debt to equity is 2.9, which is quite high. But if involve shareholders from outside, the ratio will decrease thus increasing stability. And this is the purpose of this business plan.

9 Licensees and insurances

This chapter lists documents needed to found a company and open a café.

Main application forms to found a company can be obtained from Yritys- ja yhteisö tietojärjestelmä webpage (www.ytj.fi). These documents are also presented their in English, as well as all the instructions, but English version is only given for an example, to found a company all documents have to be filled in Finnish.

1. Memorandum of Association (fin. – Perustamissopimus) (attachment 7)
2. Start-up notification Y1 (fin. – Perustamisilmoitus) (attachment 8)
3. An appendix to Y1 for the Trade register (fin. – Perustamisilmoitus. Liite lomakkeeseen Y1) (attachment 9)

Documents that should be obtained from the landlord:

4. Lease of business premises agreement (fin. – Vuokrasopimus). As an example we use the form by Toimitilat.fi, Finnish renting service. (attachment 10)
5. Layout of the premise

Other documents:

6. CV of owners (attachment 2)
7. Written notification to the local police (www.poliisi.fi)
8. Notification to grocery supervision administration (self-supervision plan)
9. Permit for the terrace from Street and Park division of the Public, Helsinki city ([Rakkenusvirasto. www.hel.fi](http://Rakkenusvirasto.www.hel.fi))
10. Energy agreement with Helsingin Energia or other (www.helen.fi)
11. Water agreements with Helsingin Vesi (www.hsy.fi)
12. Bank agreement (payrolls, account, terminal, etc. Nordea, Sampopankki or other)
13. Food selling permit from Valvira (www.valvira.fi)
14. Music licenses from Gramex or/and Teosto (www.gramex.fi, www.teosto.fi)
15. License for outdoor advertising and banners outside of the premise from Helsinki
16. Real estate department (www.kiinteistoliitto.fi)
17. Employee insurance (compensation for person and object damage, both employees and customers)
18. Accident insurance
19. Premise and equipment insurance

Coffee drinks

Cappuccino

Latte

Americano (ordinary coffee)

Espresso

Double espresso

Other hot drinks

Tee (choice)

Hot chocolate

Cacao

Cold drinks

Ice tea

Homemade lemonade

Fresh juice

Apple

Carrot

Orange

Grapefruit

Sweet pastry

Double chocolate cheesecake

Lemon cheesecake

Beetroot chocolate pie (vegan)

Coffee pie with prunes (vegan)

Fancy cake with peaches and coconut jelly (vegan)

Blackcurrant muffins

Vienna strudel

Mint cupcakes

Green-tea cake

Oat-almond crumble with peaches

Charlotte cake with apples

Carrot-hazelnut cream cake

Crazy cake

Salty and savory pastry

Swiss quiche

Spinach quiche

Green chilly chicken quiche

Russian pies with different fillings

Ship's biscuit with vegetables (cheese, meat)

Pizza cake

Salads

Rucola salad with corn and goat cheese

Beetroot salad with pesto and goat cheese

Slimming Italian (tomato-basil salad)

Toscana tomato salad

German potato salad

Russian salad

confidential information

Sushko Ekaterina

Address: 02170 Madetie 4A 11, Espoo
E-mail: sushko.ekaterina@gmail.com
Phone: +358 40 136 7337;
Date of birth: 18-12-1983

**OBJECTIVE** Salesperson**EDUCATION**

08 / 2009 – present	Haaga-Helia University of Applied Sciences (Finland)	Bachelor of Hospitality management (Estimated date of graduation – December 2012)
09 / 2001 – 06 / 2006	Moscow State University of Railway Transport (Russia)	Bachelor of Economics. Specialization - Finance management. (Average grade - 4.94 (of 5) High distinction)
09 / 2002 – 01 / 2005	Linguistic center of Moscow State University of Railway Transport (Russia)	Extra qualification title – Interpreter (English)
05 / 2003 – 09 / 2003	Financials study youth center	Extra-courses: • «Stock market»; • «Mutual funds»; • «Fundamental and technical analysis».

PROFESSIONAL EMPLOYMENT

05 / 2008 – 06 / 2009	ZAO "Raiffeisenbank" (Russia) http://www.raiffeisen.ru/en/	<i>Unsecured personal loans portfolio risk-manager</i> <ul style="list-style-type: none"> • portfolio progress trend analysis, monthly reporting analysis, indicators monitoring; • risk costs, provisions and margin level control; • P&L analysis; • development of new bank unsecured lending products; • competitive environment analysis; • risk types identification and prevention, development of risk control strategy; • interaction with Bank subdivisions and Raiffeisen International (Austria) curators.
09 / 2005 – 04 / 2008	Bank VTB24 (Russia) http://www.vtb24.ru/en/	<i>Senior specialist Department of Risk analysis of personal loans.</i> <ul style="list-style-type: none"> • development and application of credit risk estimation procedures, methods of credit limit calculation & credit policy; • development and application of instruments discovering internal fraud; • application of scoring strategy and its analysis; • control and monitoring of credit risk reduce systems; • development of methodology and normative documents; • control of interaction with credit reference agencies; • analysis of customers applications.

INTERNSHIP

10 / 2009 – 01 / 2010 **Hotel Radisson Blu Espoo** *Trainee*

<http://www.radissonblu.com>

- Food and beverage department – waiter (~4 weeks)
- Front-office department – receptionist (~4 weeks)
- Housekeeping department – cleaner (~2 days)

ACCOMPLISHMENTS

- Application of new scoring strategy (New Business Strategy Manager) which was first applied in Russian banking system by Bank VTB24.
<http://www.vtb24.ru/news/releases/3284/>
- Developing the electronic data processing of on-line credit history exchange to several credit reference agencies. Bank VTB24 was the first Russian bank which developed on-line system of that type of interaction with reference agencies. My duty is to control that part of software functioning. <http://www.vtb24.ru/news/releases/1507/>
Accomplishments in my position are substantiated by rapid salary growth.

FOREIGN LANGUAGE

- Russian – native;
- English – fluent;
- Finnish – intermediate.

PROFESSIONAL SKILLS

- Alcohol service certificate;
- Food hygiene card;
- Driving license (B);
- MS Office, MS Power Point;
- Lotus Notes;
- SAS;
- electronic banking «BISquit», electronic banking «Midas»;
- Fidelio system, Opera system

ADDITIONAL INFORMATION

- Smoking - NO;
- Marital status – married;
- Children - NO;
- Business trip – available;
- Excellent verbal skills, purposeful, self-education, responsibility, honesty;
- Hobbies – traveling, photography, drama school, skiing, squash, cycling.

REFEREES

Mrs. Konushkova Olga

Head of Retail and Micro business risk-management division

ZAO "Raiffeisenbank" (Russia).

e-mail: okonushkova@raiffeisen.ru

Phone: +7(495)721-9900 (ext. 8708), +7(495)258-3232.

Mr. Pekka Lampi

Teacher-tutor

Haaga-Helia University of Applied Science

e-mail: pekka.lampi@haaga-helia.fi

Attachment to business plan 3 – Income statement

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR	
Sales food (60%)	18 309	18 309	18 309	18 309	27 143	27 143	27 143	27 143	15 582	15 582	20 202	20 202	253 373	
Sales non-alcohol beverages (40%)	12 206	12 206	12 206	12 206	18 095	18 095	18 095	18 095	10 388	10 388	13 468	13 468	168 916	
Sales TOTAL	30 515	30 515	30 515	30 515	45 238	45 238	45 238	45 238	25 970	25 970	33 670	33 670	422 289	
VAT food (13%)	2 380	2 380	2 380	2 380	3 529	3 529	3 529	3 529	2 026	2 026	2 626	2 626	32 939	
VAT non-alcohol bev (13%)	1 587	1 587	1 587	1 587	2 352	2 352	2 352	2 352	1 350	1 350	1 751	1 751	21 959	
VAT TOTAL	3 967	3 967	3 967	3 967	5 881	5 881	5 881	5 881	3 376	3 376	4 377	4 377	54 898	13,00%
Turnover food	15 929	15 929	15 929	15 929	23 614	23 614	23 614	23 614	13 556	13 556	17 576	17 576	220 435	60,00%
Turnover non-alcohol bev	10 619	10 619	10 619	10 619	15 743	15 743	15 743	15 743	9 038	9 038	11 717	11 717	146 957	40,00%
Turnover TOTAL	26 548	26 548	26 548	26 548	39 357	39 357	39 357	39 357	22 594	22 594	29 293	29 293	367 391	100,00%
Cost of sales food (35%)	5 575	5 575	5 575	5 575	8 265	8 265	8 265	8 265	4 745	4 745	6 152	6 152	77 152	21,00%
Cost of sales non-alcohol bev (20%)	2 124	2 124	2 124	2 124	3 149	3 149	3 149	3 149	1 808	1 808	2 343	2 343	29 391	8,00%
Cost of sales TOTAL	7 699	7 699	7 699	7 699	11 413	11 413	11 413	11 413	6 552	6 552	8 495	8 495	106 544	29,00%
Gross profit food	10 354	10 354	10 354	10 354	15 349	15 349	15 349	15 349	8 812	8 812	11 424	11 424	143 283	39,00%
Gross profit non-alcohol bev	8 495	8 495	8 495	8 495	12 594	12 594	12 594	12 594	7 230	7 230	9 374	9 374	117 565	32,00%
Gross profit TOTAL	18 849	18 849	18 849	18 849	27 943	27 943	27 943	27 943	16 042	16 042	20 798	20 798	260 848	71,00%
Total labor costs	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	130 661	35,56%
Profit after labor costs	7 961	7 961	7 961	7 961	17 055	17 055	17 055	17 055	5 153	5 153	9 910	9 910	130 187	35,44%
Rent	4 150	4 150	4 150	4 150	4 150	4 150	4 150	4 150	4 150	4 150	4 150	4 150	49 800	13,56%
Energy	300	300	300	300	300	300	300	300	300	300	300	300	3 600	0,98%
Insurance	100	100	100	100	100	100	100	100	100	100	100	100	1 200	0,33%
Book keeping	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	18 000	4,90%
Maintenance	100	100	100	100	100	100	100	100	100	100	100	100	1 200	0,33%
Marketing	2 500	2 000	100	100	500	100	500	100	500	100	700	500	7 700	2,10%
Web page	50	-	-	-	-	-	-	-	-	-	-	-	50	0,01%
Licensees	1 500	-	-	-	-	-	-	-	-	-	-	-	1 500	0,41%
Cleaning	100	100	100	100	100	100	100	100	100	100	100	100	1 200	0,33%
Gross operating profit	-2 339	-289	1 611	1 611	10 305	10 705	10 305	10 705	-1 597	-1 197	2 960	3 160	45 937	12,50%
Depreciation	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000	3,27%
Operating profit	-3 339	-1 289	611	611	9 305	9 705	9 305	9 705	-2 597	-2 197	1 960	2 160	33 937	9,24%
Loan interest	177	177	177	177	177	177	177	177	177	177	177	177	2 121	0,58%
Profit before tax	-3 516	-1 466	434	434	9 128	9 528	9 128	9 528	-2 773	-2 373	1 783	1 983	31 817	8,66%
Income tax (24.5%)	0	0	106	106	2236	2334	2236	2334	0	0	437	486	10 277	2,80%
Net profit	-3 516	-1 466	328	328	6892	7194	6892	7194	-2 773	-2 373	1346	1497	21 540	5,69%

Attachment to business plan 4 – Cash budget

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR
Receipts													
Cash sales without VAT (10%)	2 655	2 655	2 655	2 655	3 936	3 936	3 936	3 936	2 259	2 259	2 929	2 929	36 739
Credit sales without VAT (85%)	22 566	22 566	22 566	22 566	33 453	33 453	33 453	33 453	19 205	19 205	24 899	24 899	312 283
Credit sales of previous month (5%)	-	1 327	1 327	1 327	1 327	1 968	1 968	1 968	1 968	1 130	1 130	1 465	16 905
Total receipts	25 220	26 548	26 548	26 548	38 716	39 357	39 357	39 357	23 432	22 594	28 958	29 293	365 927
Payments													
Food and beverages (same month 50%)	3 849	3 849	3 849	3 849	5 707	5 707	5 707	5 707	3 276	3 276	4 247	4 247	53 272
Food and beverages (next month 50%)	1 925	3 849	3 849	3 849	3 849	5 707	5 707	5 707	5 707	3 276	3 276	4 247	50 949
Payroll	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	10 888	130 661
Rent	8 300		8 300		8 300		8 300		8 300		8 300		49 800
Insurance	1 200,0												1 200
Energy	300,0	300,0	300,0	300,0	300,0	300,0	300,0	300,0	300,0	300,0	300,0	300,0	3 600
Loan repayment	2 209	2 209	2 209	2 209	2 209	2 209	2 209	2 209	2 209	2 209	2 209	2 209	26 507
Interest	177	177	177	177	177	177	177	177	177	177	177	177	2 121
Book keeping	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	18 000
Maintenance	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	1 200
Marketing	2 500,0	2 000,0	100,0	100,0	500,0	100,0	500,0	100,0	500,0	100,0	700,0	500,0	7 700
Cleaning	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	1 200
Web page	50,0	-	-	-	-	-	-	-	-	-	-	-	50
Licensees	1 500,0	-	-	-	-	-	-	-	-	-	-	-	1 500
Total payments	34 598	24 973	31 373	23 073	33 630	26 787	35 487	26 787	33 057	21 926	31 798	24 269	347 759
Net cash flow													
Net cash flow	-9 378	1 575	-4 825	3 475	5 086	12 569	3 869	12 569	-9 625	668	-2 840	5 024	x
Opening bank balance	33 813	24 435	26 010	21 185	24 660	29 746	42 316	46 185	58 754	49 129	49 797	46 957	x
Closing bank balance	24 435	26 010	21 185	24 660	29 746	42 316	46 185	58 754	49 129	49 797	46 957	51 981	x

Attachment to business plan 5 – Income statement forecast for 4 years

	YEAR 1		YEAR 2		YEAR 3		YEAR 4	
Sales food (60%)	253 373		282 341		289 140		303 419	
Sales non-alcohol beverages (40%)	168 916		188 227		192 760		202 279	
Sales TOTAL	422 289		470 568		481 900		505 698	
VAT food (13%)	32 939		36 704		37 588		39 444	
VAT non-alcohol bev (13%)	21 959		24 470		25 059		26 296	
VAT TOTAL	54 898	13,00 %	61 174	13,00 %	62 647	13,00 %	65 741	13,00 %
Turnover food	220 435	60,00 %	245 636	60,00 %	251 552	60,00 %	263 974	60,00 %
Turnover non-alcohol bev	146 957	40,00 %	163 758	40,00 %	167 701	40,00 %	175 983	40,00 %
Turnover TOTAL	367 391	100,00 %	409 394	100,00 %	419 253	100,00 %	439 957	100,00 %
Cost of sales food (35%)	77 152	21,00 %	85 973	21,00 %	88 043	21,00 %	92 391	21,00 %
Cost of sales non-alcohol bev (20%)	29 391	8,00 %	32 752	8,00 %	33 540	8,00 %	35 197	8,00 %
Cost of sales TOTAL	106 544	29,00 %	118 724	29,00 %	121 583	29,00 %	127 588	29,00 %
Gross profit food	143 283	39,00 %	159 664	39,00 %	163 509	39,00 %	171 583	39,00 %
Gross profit non-alcohol bev	117 565	32,00 %	131 006	32,00 %	134 161	32,00 %	140 786	32,00 %
Gross profit TOTAL	260 848	71,00 %	290 670	71,00 %	297 670	71,00 %	312 370	71,00 %
Total labor costs	130 661	35,56 %	151 211	36,94 %	153 311	36,57 %	159 800	36,32 %
Profit after labor costs	130 187	35,44 %	139 459	34,06 %	144 359	34,43 %	152 570	34,68 %
Rent	49 800	13,56 %	49 800	12,16 %	49 800	11,88 %	52 600	11,96 %
Energy	3 600	0,98 %	3 600	0,88 %	3 600	0,86 %	4 000	0,91 %
Insurance	1 200	0,33 %	1 200	0,29 %	1 200	0,29 %	1 500	0,34 %
Book keeping	18 000	4,90 %	18 000	4,40 %	18 000	4,29 %	20 000	4,55 %
Maintenance	1 200	0,33 %	2 000	0,49 %	8 000	1,91 %	2 500	0,57 %
Marketing	7 700	2,10 %	8 900	2,17 %	8 900	2,12 %	12 000	2,73 %
Web page	50	0,01 %	2 000	0,49 %	1 000	0,24 %	1 000	0,23 %
Licensees	1 500	0,41 %	1 500	0,37 %	1 500	0,36 %	1 500	0,34 %
Cleaning	1 200	0,33 %	1 200	0,29 %	1 200	0,29 %	1 200	0,27 %
Gross operating profit	45 937	12,50 %	51 259	12,52 %	51 159	12,20 %	56 270	12,79 %
Depreciation	12 000	3,27 %	12 000	2,93 %	12 000	2,86 %	12 000	2,73 %
Operating profit	33 937	9,24 %	39 259	9,59 %	39 159	9,34 %	44 270	10,06 %
Loan interest	2 121	0,58 %	2 121	0,52 %		0,00 %		0,00 %
Profit before tax	31 817	8,66 %	37 138	9,07 %	39 159	9,34 %	44 270	10,06 %
Income tax (24,5%)	10 277	2,80 %	11 365	2,78 %	12 005	2,86 %	13 156	2,99 %
Net profit	21 540	5,69 %	25 773	6,30 %	27 154	6,48 %	31 114	7,07 %

Attachment to business plan 6 – Monthly loan repayment

Month	Loan amount	Monthly payment	Interest	Repayment	Loan amount after payment	Accumulated interest
1	53 013	2 386	177	2 209	50 804	177
2	50 804	2 378	169	2 209	48 595	346
3	48 595	2 371	162	2 209	46 386	508
4	46 386	2 364	155	2 209	44 177	663
5	44 177	2 356	147	2 209	41 968	810
6	41 968	2 349	140	2 209	39 759	950
7	39 759	2 342	133	2 209	37 550	1 082
8	37 550	2 334	125	2 209	35 341	1 208
9	35 341	2 327	118	2 209	33 132	1 325
10	33 132	2 319	110	2 209	30 923	1 436
11	30 923	2 312	103	2 209	28 714	1 539
12	28 714	2 305	96	2 209	26 505	1 635
13	26 505	2 297	88	2 209	24 296	1 723
14	24 296	2 290	81	2 209	22 087	1 804
15	22 087	2 283	74	2 209	19 878	1 878
16	19 878	2 275	66	2 209	17 669	1 944
17	17 669	2 268	59	2 209	15 460	2 003
18	15 460	2 261	52	2 209	13 251	2 054
19	13 251	2 253	44	2 209	11 042	2 098
20	11 042	2 246	37	2 209	8 833	2 135
21	8 833	2 238	29	2 209	6 624	2 165
22	6 624	2 231	22	2 209	4 415	2 187
23	4 415	2 224	15	2 209	2 206	2 201
24	2 206	2 216	7	2 209	-3	2 209

Perustamissopimus

1. Perustamme täällä perustamissopimuksella osakeyhtiön,

jonka toiminimi on _____

Merkitsemme yhtiön osakkeet seuraavasti:

Täydellinen nimi	Syntymäaika/Y-tunnus	Osakkeiden lukumäärä
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

2. Kustakin osakkeesta on yhtiölle maksettava _____ euroa.

Osakkeet on maksettava viimeistään _____ (pv.kk.vvvv).

3. Hallituksen varsinaiseksi jäseniksi valitsemme _____

ja varajäseneksi _____

4. Hallituksen puheenjohtajaksi valitsemme _____

5. Tilintarkastajaksi valitsemme _____

ja varatilintarkastajaksi _____

Tilintarkastaja ei ole valittu ☐

6. Yhtiön toimitusjohtajaksi valitsemme _____

(toimitusjohtaja ei ole pakollinen, täytetään tarvittaessa)

7. Yhtiön tilikausi on _____ (pp.kk. - pp.kk.)

8. Yhtiöjärjestys on tämän perustamissopimuksen liitteenä.

9. Valtuutetaan ilmoituslomakkeella nimetty kaupparekisterin asiamies tekemään rekisteriviranomaisen mahdollisesti edellyttämät korjaukset kaikkien osakkeenomistajien puolesta perustamissopimukseen tai yhtiöjärjestykseen.

**Kaikkien osakkeenomistajien
allekirjoitukset**

nimenselvennykset

päiväys

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Valitkaa joko malli A tai malli B
Malli A
Liite perustamissopimukseen

Yhtiöjärjestys

- 1§ Yhtiön toiminimi on
- 2§ Yhtiön kotipaikka on
- 3§ Yhtiön toimiala on

- 4§ Yhtiötä edustaa hallitus. Hallitus voi lisäksi antaa nimetyille henkilöille prokuran tai oikeuden yhtiön edustamiseen.

6/2011

Yhtiöjärjestys

- 1§ Yhtiön toiminimi on
- 2§ Yhtiön kotipaikka on
- 3§ Yhtiön toimiala on

- 4§ Yhtiöllä on hallitus, johon kuuluu yhdestä viiteen varsinaista jäsentä ja ainakin yksi varajäsen, mikäli hallitukseen valitaan vähemmän kuin kolme varsinaista jäsentä. Hallituksen jäsenten toimikausi jatkuu toistaiseksi.
- 5§ Yhtiötä edustavat paitsi hallitus, myös hallituksen puheenjohtaja ja toimitusjohtaja kumpikin yksin ja hallituksen jäsenet kaksi yhdessä. Lisäksi hallitus voi antaa nimetyille henkilöille prokuran tai oikeuden yhtiön edustamiseen.
- 6§ Kutsu yhtiökokoukseen on toimitettava aikaisintaan kahta kuukautta ja viimeistään viikkoa ennen yhtiökokousta kirjallisesti jokaiselle osakkeenomistajalle, jonka osoite on yhtiön tiedossa.
- 7§ Varsinainen yhtiökokous on pidettävä vuosittain hallituksen määräämänä päivänä kuuden kuukauden kuluessa tilikauden päättymisestä.
- Varsinaisessa yhtiökokouksessa on päätettävä:
1. tilinpäätöksen vahvistamisesta;
 2. taseen osoittaman voiton käyttämisestä;
 3. vastuuvapaudesta hallituksen jäsenille ja toimitusjohtajalle;
 4. tarvittaessa hallituksen ja tilintarkastajan valinnasta.
- 8§ Osakkeenomistajalla ja yhtiöllä on oikeus lunastaa muulta omistajalta kuin yhtiöltä toiselle siirtyvä osake.
- Ensisijainen lunastusoikeus on osakkeenomistajalla. Jos useampi osakkeenomistaja haluaa käyttää lunastusoikeuttaan, osakkeet jaetaan lunastukseen halukkaiden kesken heidän omistamiensa osakkeiden mukaisessa suhteessa. Mikäli osakkeiden jako ei mene tasan, jaetaan ylijääneet osakkeet lunastusta haluavien kesken arvalla. Yhtiöllä on lunastusoikeus, mikäli kukaan osakkeenomistajista ei lunasta siirtyviä osakkeita.
- Muilta osin lunastukseen sovelletaan osakeyhtiölain määräyksiä.

Y1

Viranomaisen merkintöjä									

PERUSTAMISILMOITUS
Osakeyhtiö, osuuskunta, säästöpankki,
säätiö, yhdistys ja muu yhteisö

Lomakkeella voitte ilmoittautua tai hakeutua kaupparekisteriin, säästörekisteriin, arvonsäveroovelvollisten rekisteriin, ennakkoperintärekisteriin, työnantajarekisteriin ja vakuutusmaksuverovelvolliseksi. Ilmoittakaa tällä lomakkeella myös ennakon määräämistä koskevat tiedot. Lähettäkää lomake osoitteella: PRH - VEROHALLINTO, Yritystietojärjestelmä, PL 2000, 00231 HELSINKI

Yrityksen tai yhteisön nimi	
Toiminimi	Yrityksen kieli <input type="checkbox"/> suomi <input type="checkbox"/> ruotsi
2. Nimivaihtoehto	3. Nimivaihtoehto

Kotipaikka (kunta)

Muut mahdolliset toiminimet (Täyttää tarvittaessa)	
Rinnakkaistoiminimet (Toiminimen vieraskieliset käännökset)	
Aputoiminimi	Aputoiminimellä harjoitettava toimialan osa
Aputoiminimi	Aputoiminimellä harjoitettava toimialan osa

Yhteystiedot		
Postiosoite (katu/tie, talon nro, porras, huoneiston nro tai postilokero)	Postinumero	Postitoimipaikka
Käyntiosoite (katu/tie, talon nro, porras, huoneiston nro)	Postinumero	Postitoimipaikka
Puhelin	Matkapuhelin	Faksi
Sähköposti	Kotisivun www-osoite	

Yritys ilmoittautuu seuraaviin rekistereihin:		
<input type="checkbox"/> kaupparekisteriin (mukaan kuitti käsittelymaksusta)	<input type="checkbox"/> arvonsäveroovelvollisten rekisteriin	<input type="checkbox"/> työnantajarekisteriin
<input type="checkbox"/> säästörekisteriin	<input type="checkbox"/> ennakkoperintärekisteriin	<input type="checkbox"/> Verohallinnon vakuutusmaksu- verovelvollisten rekisteriin

Yritysmuoto (Käyttäkää myös yritysmuotokohtaista liitelomaketta. Luettelo lomakkeen sivulla 2)		
<input type="checkbox"/> Asunto-osakeyhtiö	<input type="checkbox"/> Osuuskunta	<input type="checkbox"/> Yhdistys
<input type="checkbox"/> Julkinen osakeyhtiö	<input type="checkbox"/> Säätiö	<input type="checkbox"/> Muu, mikä? _____
<input type="checkbox"/> Osakeyhtiö (=yksityinen osakeyhtiö)	<input type="checkbox"/> Ulkomaisen elinkeinonharjoittajan sivulike	

Tilikausi	
Tilikausi (pv.kk - pv.kk)	Ensimmäisen tilikauden päättymispäivä (pv.kk.vvvv)

Y1

Yritys on perustettu yritysmuodon muutoksen seurauksena (Katsokaa täyttöohje)	
Edeittäjän täydellinen nimi tai toiminimi	Yritys- ja yhteisötunnus tai henkilötunnus

Toiminta aloitetaan myöhemmin (Ei vaikuta kaupparekisterin rekisteröintiin, katsokaa täyttöohje.)	
<input type="checkbox"/>	aikaan, pvm

Verohallinnolle tästä ilmoituksesta lisätietoja antava henkilö ja/tai yritys esim. tilitoimisto		
Nimi	Yritys- ja yhteisötunnus	
Postiosoite	Postinumero	Postitoimipaikka
Puhelin	Matkapuhelin	
Faksi	Sähköposti	

Kauppa- tai säätiörekisterille tästä ilmoituksesta lisätietoja antava henkilö ja/tai yritys (asiamies)		
Yrityksen nimi	Henkilön nimi	
Postiosoite	Postinumero	Postitoimipaikka
Puhelin	Matkapuhelin	
Faksi	Sähköposti	

Lisätietoja

YRITYSMUOTOKOHTAISET LITELOMAKKEET (Täyttää yksi seuraavista lomakkeista.)

- | | |
|--|--|
| <input type="checkbox"/> 1 OSAKEYHTIÖ/JULKINEN OSAKEYHTIÖ | <input type="checkbox"/> 5 ASUMISOIKEUSYHDISTYS/ASUKASHALLINTOALUE/
EUROOPPALAINEN TALOUDELLINEN ETUYHTYMÄ/
MUUALLA REKISTERÖIDYN ETUYHTYMÄN SUOMESSA
OLEVA TOIMIPAikka/HYPOTEEKKIYHDISTYS/
SÄÄSTÖPANKKI/VALTION LIIKELAITOS |
| <input type="checkbox"/> 1B ASUNTO-OSAKEYHTIÖ/VAKUUTUSOSAKEYHTIÖ/
JULKINEN VAKUUTUSOSAKEYHTIÖ | <input type="checkbox"/> 11 SÄÄTIÖ |
| <input type="checkbox"/> 2 OSUUSKUNTA/OSUUSPANKKI | <input type="checkbox"/> 12 YHDISTYS |
| <input type="checkbox"/> 3 ULKOMAISEN ELINKEINONHARJOITTAJAN
SIVULIIKE | |
| <input type="checkbox"/> 4 KESKINÄINEN VAKUUTUSYHTIÖ/
JULKINEN KESKINÄINEN VAKUUTUSYHTIÖ/
VAKUUTUSYHDISTYS | |

Täyttäkää myös lomakkeen sivu 3, jos olette ilmoittautunut sivulla 1 arvonlisäverovelvollisten rekisteriin, ennakkoperintärekisteriin, työnantajarekisteriin tai vakuutusmaksuverovelvolliseksi.

Päiväys ja allekirjoitus		
Päiväys	Allekirjoitus ja nimen selvennys	Puhelin

Henkilötietolain 24 §:n mukainen informaatio lomakkeeseen liittyvistä rekistereistä on saatavissa Internetistä osoitteesta www.ytj.fi sekä Patentti- ja rekisterihallituksesta ja Verohallinnosta.

Y1

Verohallintoon ilmoitettava postiosoite		
<input type="checkbox"/> Merkitäkää rasti ruutuun, jos postiosoite on sama kuin sivulla 1 ilmoitettu yleiseen käyttöön tarkoitettu osoitetieto. <input type="checkbox"/> Muussa tapauksessa täyttäkää alla olevalle riville osoitetiedot.		
Postiosoite	Postinumero	Postitoimipaikka

Verohallintoon ilmoitettava päätoimiala (Toimiala, jota yritys harjoittaa päätoimenaan.)

Arvonlisäverovelvolliseksi ilmoittautuminen	
Ilmoittautuu arvonlisäverovelvolliseksi	Ilmoittautuu arvonlisäverovelvolliseksi ostoista tai omasta käytöstä
<input type="checkbox"/> aikaa, pvm	<input type="checkbox"/> aikaa, pvm
Ulkomainen elinkeinonharjoittaja ilmoittautuu arvonlisäverovelvolliseksi	vain ilmoituksenantovelvolliseksi
<input type="checkbox"/> aikaa, pvm	<input type="checkbox"/> aikaa, pvm
<input type="checkbox"/> Harjoittaa ainoastaan alkutuotantoa	

Arvonlisäverovelvolliseksi hakeutuminen		
Kiinteistön käyttöoikeuden luovuttaja (AVL 12 ja 30 §)	Vähäisen liiketoiminnan harjoittaja, yleishyödyllinen yhteisö tai uskonnollinen yhdyskunta (AVL 12.1 §)	
<input type="checkbox"/> aikaa, pvm	<input type="checkbox"/> aikaa, pvm	
Ulkomaalainen elinkeinonharjoittaja (AVL 12.2 §)	Ulkomainen kaukomyynti (AVL 63 a §)	Yhteisöhankkija (AVL 26 f §)
<input type="checkbox"/> aikaa, pvm	<input type="checkbox"/> aikaa, pvm	<input type="checkbox"/> (pv.kk.vvvv - pv.kk.vvvv)
Alkutuottaja hakeutuu arvonlisäverovelvolliseksi		
<input type="checkbox"/> aikaa, pvm		
Tilikauden liikevaihto (AVL 3 §)	euroa	

Ei katso olevansa arvonlisäverovelvollinen, perustelut		
<input type="checkbox"/> Vähäinen toiminta AVL 3 §	<input type="checkbox"/> Rahoituspalvelut AVL 41 §	<input type="checkbox"/> Yleishyödyllisen yhteisön / uskonnollisen yhdyskunnan arvonlisäveroton toiminta AVL 4-5 § <input type="checkbox"/> Muu veroton toiminta, mikä? _____
<input type="checkbox"/> Terveys- ja sairaanhoitopalvelut AVL 34 §	<input type="checkbox"/> Vakuutuspalvelut AVL 44 §	
<input type="checkbox"/> Sosiaalihuoltopalvelut AVL 37 §	<input type="checkbox"/> Esiintymispalkkiot tai tekijänoikeuskorvaukset AVL 45 §	
<input type="checkbox"/> Koulutuspalvelut AVL 39 §	<input type="checkbox"/> Kiinteistöluovutukset AVL 27 §	

Vakuutusmaksuverovelvollisuutta koskevat tiedot
Ilmoittautuu vakuutusmaksuverovelvolliseksi
<input type="checkbox"/> aikaa, pvm

Tilinumero
IBAN
BIC

Paikanmaksua koskevat tiedot	
Ilmoittautuu säännöllisesti palkkoja maksavaksi työnantajaksi	Ilmoittautuu merityötuloa maksavaksi työnantajaksi
<input type="checkbox"/> aikaa, pvm	<input type="checkbox"/> aikaa, pvm

Oma-aloitteisten verojen ilmoitus- ja maksujaksoa koskevat tiedot
(Täyttäkää tämä kohta vain, jos toiminnan aloittamisvuoden liikevaihto on enintään 50 000 euroa ja haluatte päästä pidennettyyn ilmoitus- ja maksujaksoon.)
Kuluvan kalenterivuoden liikevaihto (Liikevaihtoon luetaan kaikki yrityksen Suomessa ja ulkomailla tapahtuvat myynnit.)
_____ euroa
Haluutu ilmoitus- ja maksujakson pituus
(Täyttäkää tämä kohta vain silloin, kun haluatte lyhyemmän ilmoitus- ja maksujakson kuin mihin liikevaihtonne oikeuttaisi, kts. täyttöopas.)
<input type="checkbox"/> 1 kk <input type="checkbox"/> 1/4 vuosi

Ennakkoperintäkisteriin hakeutuva täyttää	
Hakeutuu ennakkoperintäkisteriin (EPL 25 §)	
<input type="checkbox"/>	alkaen, pvm

Ennakkoveron määräämistä koskevat tiedot	
Ensimmäisen tilikauden arvioitu liikevaihto	Ensimmäisen tilikauden arvioitu verotettava tulo
euroa	euroa

[illegible]

PATENTTI- JA REKISTERIHALLITUS
Kaupparekisteri

PERUSTAMISILMOITUS
Liite lomakkeeseen Y1

I

Osakeyhtiö / julkinen osakeyhtiö

TOIMINIMI

PERUSTAMISSOPIMUKSEN PÄIVÄMÄÄRÄ

OSAKEPÄÄOMA JA OSAKKEET

Osakepääoman määrä	Osakkeiden lukumäärä	Osakkeen nimellisarvo (jos on)
Muuta osakkeisiin liittyvää ilmoitettavaa (täytä tarvittaessa, ks. ohje)		

HALLITUKSEN JA TOIMITUSJOHTAJAN VAKUUTUS

Alekirjoittaneet yhtiön hallituksen kaikki jäsenet ja toimitusjohtaja vakuuttavat, että perustamisessa on noudatettu osakeyhtiölain säännöksiä.

Päiväys

Hallituksen kaikkien jäsenten sekä toimitusjohtajan alekirjoitukset nimenselvennyksin

TILINTARKASTAJAN TODISTUS OSAKKEIDEN MAKSAMISESTA

Alekirjoittaneet yhtiön tilintarkastajat todistavat, että osakeyhtiölain säännöksiä osakkeiden maksamisesta on noudatettu.

Päiväys

Tilintarkastajien alekirjoitukset nimenselvennyksin

Liitelomake 1, sivu 1 (3)

5/2010

HALLITUS			
Nimi	Henkilötunnus	Kansalaisuus	<input type="checkbox"/> puheenjohtaja <input type="checkbox"/> jäsen
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka
Nimi	Henkilötunnus	Kansalaisuus	<input type="checkbox"/> jäsen <input type="checkbox"/> varajäsen
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka
Nimi	Henkilötunnus	Kansalaisuus	<input type="checkbox"/> jäsen <input type="checkbox"/> varajäsen
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka
Nimi	Henkilötunnus	Kansalaisuus	<input type="checkbox"/> jäsen <input type="checkbox"/> varajäsen
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka
Nimi	Henkilötunnus	Kansalaisuus	<input type="checkbox"/> jäsen <input type="checkbox"/> varajäsen
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka
Nimi	Henkilötunnus	Kansalaisuus	<input type="checkbox"/> jäsen <input type="checkbox"/> varajäsen
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka

TILINTARKASTAJAT			
<input type="checkbox"/> Tilintarkastaja	<input type="checkbox"/> Varatilintarkastaja	<input type="checkbox"/> KHT	<input type="checkbox"/> HTM
Nimi (henkilö tai yhteisö)		Henkilö- tai yritys- ja yhteisötunnus	
Henkilön postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka
Yhteisön päävastuullinen tilintarkastaja		Henkilötunnus	
Henkilön postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka
<input type="checkbox"/> Tilintarkastaja	<input type="checkbox"/> Varatilintarkastaja	<input type="checkbox"/> KHT	<input type="checkbox"/> HTM
Nimi (henkilö tai yhteisö)		Henkilö- tai yritys- ja yhteisötunnus	
Henkilön postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka
Yhteisön päävastuullinen tilintarkastaja		Henkilötunnus	
Henkilön postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)		Postinumero	Postitoimipakka

TILINTARKASTAJA EI OLE VALITTU	<input type="checkbox"/>
--------------------------------	--------------------------

TOIMITUSJOHTAJA		
Toimitusjohtaja		
Nimi	Henkilötunnus	Kansalaisuus
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)	Postinumero	Postitoimipaikka
Toimitusjohtajan sijainen		
Nimi	Henkilötunnus	Kansalaisuus
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)	Postinumero	Postitoimipaikka

YHTIÖN EDUSTAMINEN		
Edustamiseen oikeutetut henkilöt ja prokuristit		
Nimi	Henkilötunnus	<input type="checkbox"/> oikeutettu <input type="checkbox"/> prokuristi
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)	Postinumero	Postitoimipaikka
Kansalaisuus	Miten yhtiötä edustetaan (yksin / kenen kanssa yhdessä)	
Nimi	Henkilötunnus	<input type="checkbox"/> oikeutettu <input type="checkbox"/> prokuristi
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)	Postinumero	Postitoimipaikka
Kansalaisuus	Miten yhtiötä edustetaan (yksin / kenen kanssa yhdessä)	
Nimi	Henkilötunnus	<input type="checkbox"/> oikeutettu <input type="checkbox"/> prokuristi
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)	Postinumero	Postitoimipaikka
Kansalaisuus	Miten yhtiötä edustetaan (yksin / kenen kanssa yhdessä)	
Nimi	Henkilötunnus	<input type="checkbox"/> oikeutettu <input type="checkbox"/> prokuristi
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)	Postinumero	Postitoimipaikka
Kansalaisuus	Miten yhtiötä edustetaan (yksin / kenen kanssa yhdessä)	
Nimi	Henkilötunnus	<input type="checkbox"/> oikeutettu <input type="checkbox"/> prokuristi
Postiosoite (ei täytetä, jos henkilöllä on suomalainen henkilötunnus)	Postinumero	Postitoimipaikka
Kansalaisuus	Miten yhtiötä edustetaan (yksin / kenen kanssa yhdessä)	

Liitelomake 1, sivu 3 (3)

5/2010

Attachment to business plan 10 – Lease of business premises agreement (fin. – Vuokrasopimus)

LIKEHUONEISTON VUOKRASOPIMUS

Vuokranantaja

Nimi	Puhelin/Fax	
Lähiosoite	Postinumero	Postitoimipakka
Pankkiyhteys		

Vuokralainen

Nimi	Puhelin/Fax	
Lähiosoite	Postinumero	Postitoimipakka
Syntymäaika	Y-tunnus	

Vuokrauksen kohde

Lähiosoite	Postinumero	Postitoimipakka
Vuokrattavat tilat	Pinta-ala noin m ²	
Käyttötarkoitus	Huoneiston käytöstä, kunnosta, kunnossapidosta jätetä muutostöistä on sovittu liitteessä	

Vuokra-aika

<input type="checkbox"/> Määräaikainen	<input type="checkbox"/> Toistaiseksi voimassa
Akamispäivä	Päätymispäivä
Akamispäivä	Itisanomisaika

Määräaikainen vuokrasopimus päättyy ilman itisanomista sovittuna päätymispäivänä. Mikäli osapuolet kuitenkin haluavat sopia vuokrasopimuksen jatkamisesta nyt sovitun vuokratkauden päättyttyä, sopimus jatkuu _____ kuukaudesta vuotta kerrallaan, ellei sen päättymisestä ilmoiteta kuukaudesta ennen kunkin vuokratkauden päättymistä.

Osapuolet voivat myös sopia, että sopimus jatkuu määräaikaisen vuokratkauden päättyttyä toistaiseksi, josta tapauksesta itisanomisaika on _____ kuukaudesta.

Sopimuksen jatkamisesta nyt sovitun vuokratkauden päättyttyä on ilmoitettava _____ kuukaudesta ennen vuokratkauden päättymistä.

Vuokra

Euro / kk	Euro / m ²	Vuokramaksukausi	<input type="checkbox"/> Kalenterikuukausi	<input type="checkbox"/> Muu, mikä
Enkipäivä	<input type="checkbox"/> UHV:n mukainen	<input type="checkbox"/> Muu, mikä	Vivästykorkeus	<input type="checkbox"/> Korkealan mukainen
Ennakkoraukukset ja niiden korottaminen				
Vuokralainen maksaa vuokraennakkoon		Ennakkon määrä	Ennakkon maksupäivä	
Ennakkon hyvitetään		<input type="checkbox"/> ensimmäisistä vuokratista <input type="checkbox"/> viimeisistä vuokratista		
Huoneistosta on hakeuduttu arvonsäveroovelvolliseksi, jolloin sovitun vuokraan lisätään arvonsävero kulloinkin voimassa olevan verokannan mukaisesti.				

Vakuus

<input type="checkbox"/> Tämän sopimuksen velvoitteiden täyttämiseen vakuudeksi toimitetaan vakuus	Vakuuden antaja	<input type="checkbox"/> Vuokranantaja	<input type="checkbox"/> Vuokralainen
Vakuus ja sen arvo	Viimeinen toimituspäivä		

Vuokran korottaminen

Indeksi	Vuokra sidotaan	<input type="checkbox"/> Eläkeläisindexin	<input type="checkbox"/> Muuhun indeksiin, mihin
Perusindeksi julkaisukuukausi ja -vuosi	Postiluku	Tarkistusajankohta/-kohdat	
Muu peruste	Vuokraa tarkistetaan vuosittain	Tarkistusajankohta/-kohdat	

Allekirjoitukset

Olemme tutustuneet tämän lomakkeen ehtoihin ja sitoudumme noudattamaan niitä. Tätä sopimusta ja sen liitteitä on laadittu kaksi yhtäpitävää kappaletta. Mahdollisista muista ehdosta on sovittu eri liitteessä.	
Pakka ja aika	Liitteiden numerot
Vuokranantajan allekirjoitus ja nimenselvennys	Vuokralaisen allekirjoitus ja nimenselvennys

Allekirjoitukset molempin kappaleisiin erikseen.

Vapaat
Toimitilat

VUOKRASOPIMUKSEN EHDOT

Ellei sopimuksessa, näissä ehdoissa tai liitteissä ole muuta sovittu, sopimukseen sovelletaan lakia liikehuoneiston vuokrauksesta (LHV 482/95).

1. Vuokralainen on todennut huoneiston laitteineen olevan siinä kunnossa, kuin paikalliset olosuhteet huomioon ottaen kohtuudella voi vastata, ja hyväksyy sen siinä kunnossa kuin se nyt on, jollei huoneiston kunnosta ja/tai kunnossapidosta sekä muutostöistä ole sovittu erikseen liitteessä.
2. Vuokralainen on velvollinen hoitamaan huoneistoa huolellisesti ja huolehtimaan siitä, että huoneiston käyttäjät noudattavat kiinteistön järjestyksellisiä ja muita huoneiston käyttöön sisältyviä määräyksiä sekä mitä muutoin terveyden, siisteyden ja järjestyksen säilyttämiseksi on säädetty tai määrätty. Vuokralainen ei saa ilman vuokranantajan ja taloyhtiön lupaa kiinnittää kilpiä tms. talon seinin tai muihin paikkoihin.
3. Vuokran määrässä on otettu huomioon, että vuokralaisella on korjaus- ja kunnossapitovastuu. Vuokralainen vastaa oman toimintansa huoneistolle asettamien vaatimusten täyttämiseksi ja sen vuokrahuoneistolle aiheuttamasta kuluksista, rasituksesta ja korjaustarpeesta.
4. Vuokralainen ei saa suorittaa huoneistossa muutos- tai parannustöitä ilman vuokranantajan lupaa.
5. Vuokrasuhteen kestäessä vuokranantaja on oikeutettu teettämään talossa ja huoneistossa tavanmukaisia korjaus- ja muutostöitä ilmoitettuaan siitä etukäteen vuokralaiselle. Olennaista haittaa tai häiriötä aiheuttavien korjaus- ja muutostöihin vuokranantaja saa ryhtyä ilmoitettuaan siitä kahta (2) kuukautta ennen sanottua ajankohtaa. Tällaisessa tapauksessa vuokralaisella ei ole sopimuksen purkioikeutta.

6. Vuokralaisella on oikeus saada vapautus vuokran maksamisesta tai vuokra kohtuullisesti alennetuksi siltä ajalta, jona huoneistoa ei ole voitu käyttää tai jona huoneisto ei ole ollut vaadittavassa tai sovitussa kunnossa vain, jos se johtuu vuokranantajan syyksi luettavasta laiminlyönnistä tai muusta seikasta.

7. Vuokralainen ei saa ilman vuokranantajan kirjallista lupaa siirtää vuokraoikeuttaan tai luovuttaa huoneiston tai sen osan hallintaa toiselle eikä ottaa huoneistoon alivuokralaisia. Tämä koskee myös liikkeen luovutusliannetta.

8. Julkisen viranomaisen tämän sopimuksen tekemisen jälkeen määräämät mahdolliset uudet verot ja maksut voidaan vuokranantajan ilmoituksesta lisätä vuokraan. Vuokralaisen osuus kiinteistölle määrättävästä verosta tai maksusta lasketaan saman prosentiosuuden mukaan, kuin vuokralaisen käytössä olevan tilan huoneistoon suhde on kiinteistön rakennusten koko huoneistotalasta.

9. Jos vuokranantaja joutuu vuokralaisen toimenpiteiden tai laiminlyöntien vuoksi maksamaan palautuksia tekemistään arvonnalisäverovähennyksistä, vuokralainen on velvollinen korvaamaan vuokranantajalle vastaavan määrän.

10. Tarkistettua vuokraa maksetaan tarkistusajankohdasta lukien.

VUOKRASOPIMUKSEN TÄYTTÖOHJEITA

Vuokrauksen kohde

Merkittään vuokrauskohteen tarkka käyttötarkoitus. Vuokrauskohteen sisällyksessä erikseen käyttötarkoituksin varattuja tiloja ne mainitaan kaikki. Yksilöidään vuokrattavat tilat nittävällä tarkkuudella; esim. huoneiden lukumäärä. Tarvittaessa voidaan käyttää erillistä piirustusta, jossa tilat on esim. rajattu punakynällä.

Vuokra-aika

Toistaiseksi voimassa oleva vuokrasuhde päättyy irtisanomisen johdosta sovitun tai lain mukaisen irtisanomisaajan kuluttua. Irtisanomisaika lasketaan sen kalenterikuukauden viimeisestä päivästä, jonka aikana irtisanominen on suoritettava, ellei toisin sovit. Jos irtisanomisajasta sovit, se on vuokranantajan puolelta kolme kuukautta ja vuokralaisen puolelta yksi kuukausi.

Tilojen hallinto-oikeuden siirtymispäivä

Jos vuokralainen ei saa tiloja välittömästi hallintaansa, merkitään hallinnan siirtymispäivä erikseen; esim. rakennuksen valmistuminen, huoneiston vapautuminen. Hallinto-oikeuden viivästyminen mahdollisesti maksettavasta sopimussakosta tai muusta korvauksesta sovitaa tarvittaessa liitelomakkeessa. Jos sopimussakkoa on sovitto maksettavaksi, ei vuokralaisella ole oikeutta purkaa sopimusta hallinto-oikeuden viivästyessä.

Vuokra

Vuokranmaksukausi

Vuokranmaksukausi on LHV:n mukaan yksi kuukausi. Jos halutaan sopia muusta vuokranmaksukaudesta, merkitään rasti ja vuokranmaksukauden pituus.

Eräpäivä

Eräpäivä on LHV:n mukaan toinen arkipäivä vuokranmaksukauden alusta lukien. Jos halutaan sopia muusta, merkitään sovitto eräpäivä.

Viivästyskorko

Korkolain mukaan viivästyskorko on 7 % yli Suomen Pankin vahvistaman viitekoron. Jos halutaan poiketa lain mukaan määräytyvästä korosta, tulee sovitto korko merkitä sopimukseen.

Erilliskorvaukset ja niiden korottaminen

Mikäli vuokranantajalle maksetaan erilliskorvauksia, merkitään erilliskorvausten peruste, laatu ja mahdollinen korotusjärjestelmä;

esim. sähkö tai vesi kulutuksen mukaan. Mikäli erilliskorvauksia on useita, voidaan ne luetteloida myös liitteessä.

Ennakkovuokra

Vuokrasopimusta tehtäessä voidaan sopia vuokran perimisestä ennakolta yhdeltä tai useammalta vuokramaksukaudelta.

Vuokran korottaminen

Vuokran muutoksista voidaan sopia vapaasti vuokralaisen ja vuokranantajan välillä, jos vuokrasopimus tehdään toistaiseksi voimassaolevaksi tai vähintään kolmen vuoden määräajaksi. Alle kolmen vuoden mittaiseen määräajaiseen sopimukseen ei voi ottaa korotusehtoa.

Indeksiesto

Indeksiä voidaan käyttää elinkustannusindeksiä tai muuta kustannuskehitystä kuvaavaa indeksiä. Tällaisia ovat mm. kuluttajahinta-, rakennuskustannus-, tukkuhinta- ja ansiotasoindeksi tai niiden yhdistelmät.

Voidaan myös sopia, että vuokraa korotetaan indeksin muutoksen mukaisesti, jolloin indeksin laskiessa peritty vuokra ei laske.

Sopimukseen voidaan indeksiehdon lisäksi ottaa ehdo vuokran vähimmäistarkistuksesta esim. tietyllä prosenttiyksiköllä.

Penusindeksiä voidaan käyttää sopimuksen tekohetkellä tiedossa olevaa viimeksi julkistua pistelukua. Kunkin kuukauden elinkustannusindeksiin pisteluku tulee tietoon seuraavan kuukauden 15. päivänä. Tarkistusajankohdasta tulee myös sopia.

Muu peruste

Toinen vaihtoehto on sopia muusta korotusperusteesta. Vuokran määrä voidaan esim. sopia ennakolta (ns. pomasvuokra) tai sopia uusi vuokra määräajoin sovitun vuokrakauden päättyessä. Toistaiseksi voimassa oleva sopimus voidaan irtisanoa vuokran tarkistamiseksi kohtuulliselle tasolle.

Vuokranantajan ilmoitusvelvollisuus

Vuokranantaja on velvollinen ilmoittamaan vuokralaisilleen, mihin hänen vuokralaento-oikeutensa perustuu sekä rajoittaako sitä jokin seikka; esim. vuokranantaja voi itse olla vuokralainen. Vuokralaento-oikeutta voi rajoittaa esim. vuokranantajan omassa vuokrasopimuksessa oleva ehto.

LIIKEHUONEISTON VUOKRASOPIMUS

LIITE 1A

Huoneiston käytöstä, kunnosta, kunnossapidosta ja muutostöistä on sovittu seuraavaa: